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MONTREAT COLLEGE

SCHOOL OF PROFESSIONAL AND ADULT STUDIES

Academic Bulletin

2005 – 2008

Equipping agents of transformation, renewal, and reconciliation.

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Montreat College

2005 – 2008 Academic Bulletin

This Academic Bulletin provides general information about Montreat College and summarizes important information about the College's policies, requirements for graduation, regulations, and procedures. It is not intended to establish, nor does it establish, a contractual relationship with students. Rather, the bulletin is published to acquaint students with information that will be helpful to them during their college careers.

It is necessary in the general administration of the College to establish requirements and regulations governing the granting of degrees. Academic advisors, department chairs, and academic staff members are available to aid students in understanding these requirements and regulations. It is the student's responsibility, however, to meet them. Students are urged to keep this bulletin as a reference.

Changes in curricular requirements may occur during bulletin publications. Students will be informed of such changes. When changes occur, students may follow the requirements in effect at the time they entered Montreat College, or they may follow the changed requirements. Students must choose to follow one bulletin or the other; they may not pick and choose from the various requirements outlined in two or more bulletins. Reasonable substitutions will be made for discontinued and changed courses.

Information in the bulletin is considered to be an accurate representation of Montreat College policy as of the date of publication. The College reserves the right to make such changes in educational and financial policy as the College's Faculty, Administration, and/or Board of Trustees may deem consonant with sound academic and fiscal practice. The College has made a good faith effort to avoid typographical errors and other errors in the statements of policy and degree requirements as published. In any case, erroneous bulletin statements do not take precedence over properly adopted policies.

The College follows a policy of nondiscrimination in its admissions procedures and welcomes applications from all qualified persons. As an institution in the Presbyterian and Reformed tradition, the College seeks to treat all persons equally and emphasizes the dignity and worth of the individual. Montreat College admits students of any race, color, religion, gender, age, or national or ethnic origin to all the rights, privileges, programs, and activities generally accorded or made available to students at the school. It does not discriminate on the basis of race, color, religion, gender, age, or national or ethnic origin in administration of its educational policies, admissions policies,

scholarship and loan programs, athletic or other school administrative programs. It does not discriminate in admission or access to its programs and activities on the basis of handicap as defined by Section 504 of the Rehabilitation Act of 1973.

In accordance with Federal and State statutes, Montreat College is committed to maintaining a community that is free from sexual harassment and all forms of sexual intimidation and exploitation. All students, staff, and faculty are advised that the College is concerned and prepared to take action to prevent and correct such behavior and those individuals who engage in such behavior are subject to disciplinary action.

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Visit us online: www.montreat.edu

Montreat College
School of Professional and Adult Studies

The School of Professional and Adult Studies seeks to provide education that is consistently informed by a Christian worldview to adult professionals with previous work experience. Program offerings permit working professionals to complete educational goals while fully involved in current careers. A special feature of this program is that working professionals can integrate their practical knowledge of the workplace with interactive classroom instruction and Christian principles. Program objectives include the following:

- To provide a high-quality education leading to professional advancement via a unique delivery system.
- To promote lifelong learning that combines the practical and theoretical.
- To provide a value-added education from the perspective of an informed Christian worldview.

Programs in the School of Professional and Adult Studies are designed to meet the educational needs of working adults. The adult degree programs began in 1994 in Montreat, North Carolina. Currently, degree programs are offered throughout the Western North Carolina and Charlotte areas with hundreds of students enrolled.

Permanent campus facilities are located in Charlotte, Asheville, and Black Mountain, North Carolina. The Charlotte campus is located off Tyvola Drive near the Charlotte Douglas Airport at 5200 Seventy-Seven Center Drive. The Asheville campus is located in a growing section of the city near the Biltmore Square Mall at 330 Ridgefield Court in the Ridgefield Business Center. In addition to the permanent campus facilities, classes are held in Cherokee and other North Carolina locations.

The School of Professional and Adult Studies programs allow adults who want to advance their career opportunities a way to further their education through the Associate in Science degree, Bachelor of Business Administration degree, Bachelor of Science in Management degree, Master of Business Administration degree, Master of Arts in Education (K-6) degree, and Master of Science in Management and Leadership degree. A concentration or certificate in Human Resource Management is also offered. Programs are delivered in a non-traditional, accelerated format specifically designed for working adults who have work experience. Credentialed faculty members are carefully selected in order to provide appropriate instruction that

integrates theory with practical experience and Christian principles. Classes meet once a week for four-hour sessions of interactive instruction. Students are also required to meet once a week in study groups to complete such assigned group activities as presentations, homework, research, and papers. Courses are offered sequentially, and most students stay with their cohort groups throughout the program to build teamwork skills essential in today's workforce.

About Montreat College

HISTORY

The beauty and tranquility of the Blue Ridge Mountains led Congregationalist minister John C. Collins to form the Mountain Retreat Association in 1897 "for the encouragement of Christian work and living through Christian convention, public worship, missionary work, schools, and libraries." By 1907, J. R. Howerton of Charlotte, NC, conceived and carried out the idea of purchasing Montreat for the Presbyterian Church in the United States. Then, in 1913, Dr. Robert C. Anderson, president of the Mountain Retreat Association, proposed that the grounds and facilities of the Association be used for a school during the academic year. In 1915, the General Assembly decreed, "that the property of the Mountain Retreat Association be used for a Normal School and that the establishment of the school be referred to the Synods."

The Synods of Appalachia, Georgia, Alabama, North Carolina, Tennessee, and Virginia elected trustees who met in Montreat on May 2, 1916, and elected Dr. Robert F. Campbell of Asheville, NC, chairman; Mr. W. T. Thompson Jr. of Knoxville, TN, secretary; and Ruling Elder T. S. Morrison of Asheville, NC, treasurer. The Montreat Normal School, a four-year preparatory and two-year college combination, opened its first session in October 1916 with eight students. Montreat Normal School continued to grow over the years. Throughout times of war, economic fluctuations, and rapid social change, the school sought to provide a Christian setting in which to prepare young women to become teachers.

In 1934, during Dr. Robert C. Anderson's tenure as president, Montreat Normal School (College Department) was renamed Montreat College. The college grew as its academic program expanded. It began a four-year degree program in 1945. After 14 years as a four-year women's college, the college was restructured in 1959 as a coeducational junior college and was given a new name: Montreat-Anderson College.

In 1986, the College Board of Trustees, realizing the demands and changing circumstances in higher education, made the decision to become again a baccalaureate institution. The dream of its first president, Dr. Anderson, was for the college to serve as an accredited baccalaureate institution. The College realized that dream. It returned to the original name of Montreat College in August 1995, sharing the original vision and identity. The change reflects the Montreat College of today, a four-year college with several growing campuses and a graduate program.

Montreat College School of Professional and Adult Studies began offering courses on September 19, 1994. The College's Charlotte campus was officially opened on September 11, 1995, and the Asheville campus held its grand opening on October 8, 1996. The Black Mountain campus opened in 2001.

In June 1998, Montreat College was accredited by the Commission on Colleges of the Southern Association of Colleges and Schools as a level three institution to offer the Master's degree in Business Administration.

The presidents of the college have been Dr. Robert Campbell Anderson, 1916-1947; Dr. J. Rupert McGregor, 1947-1957; Dr. Calvin Grier Davis, 1959-1972; Dr. Silas M. Vaughn, 1972-1991; Mr. William W. Hurt, 1991-2002; Dr. John S. Lindberg, 2002-2003; Dr. Dan H. Struble, 2004 to the present.

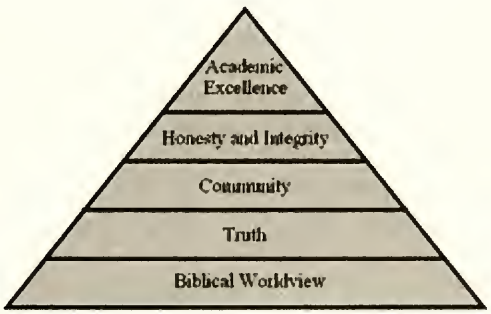
MISSION

Christ-centered, student-focused, service-driven: equipping agents of transformation, renewal, and reconciliation.

VISION

Montreat College seeks to become the leading provider of Christ-centered higher education, enriching lives through engagement in its communities and by promoting responsible growth, culture, and spiritual life.

VALUES



FOUNDATIONS

We believe humanity is God's creation in His own image, and therefore persons are thinking, relational, moral, and spiritual beings of dignity and worth. We seek to serve students in all these dimensions. Our aim is to challenge students to become the complete person a loving God intends them to be and to live in vital relationship with Him. Therefore, we seek to be a faith community as well as an academic community. We see our educational mission as an extension of the great ends of the church and seek to graduate students who are committed to Christian servant-leadership in the world, promoting personal and social righteousness by God's grace and to His glory.

As a Christian college in the Presbyterian tradition, we are guided in our pursuit of academic excellence by the framework of Reformed beliefs. We confess the living God as the ultimate foundation of our faith and the source of all truth. We believe God is revealed perfectly in Jesus Christ. We affirm our Lord and Savior Jesus Christ as the center of history, restoring purpose, order, and value to the whole of life. We believe Jesus Christ to be the focus and culmination of scripture and that God's written Word is inspired, authoritative and, rightly interpreted by the Holy Spirit, is our infallible rule for faith, conduct, and worship. We study and address a world and humanity that were created good, corrupted by the fall, redeemed through faith in Christ, and are moving toward the final consummation of God's purposes through the work of the Holy Spirit.

EDUCATIONAL GOALS

Approaching the integration of faith and learning from an informed, biblical perspective, faculty, staff, and students form a Christian community of learners that seeks to pursue the premise that all truth is God's truth and explores the significance of this in the various academic disciplines. We are committed to a thorough exploration of and complementary relationship between biblical truth and academic inquiry. We openly embrace students of all cultures, races, and faiths in an atmosphere of academic excellence, intellectual inquiry, and Christian love.

ACCREDITATION

Montreat College is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools (1866 Southern Lane, Decatur, GA 30033-4097; telephone number 404-679-4501) to award the Associate's degree, the Bachelor's degree, and the Master's degree. The College is also accredited by the National Council for the Accreditation of Teacher Education.

AFFILIATION

Montreat College is a member institution of the Council for Christian Colleges and Universities, Appalachian College Association, Association of Presbyterian Colleges and Universities, Council of Independent Colleges, American Council on Education, and North Carolina Independent Colleges and Universities.

ADMISSION

ADMISSION REQUIREMENTS: ASSOCIATE OF SCIENCE DEGREE

To qualify for admission into the Associate of Science degree program, the following conditions must be satisfied:

1. Applicants must submit the following credentials:
    a. Official final transcripts of all college courses taken.
    b. Official final high school transcript (if transferring less than 24 semester hours of college credit)
        1. Must include graduation information
        2. Must include official GED scores if applicant did not graduate from high school
    c. Two written recommendations from persons qualified to judge the applicant's professional expertise, character, and capacity for college-level study. Note that one recommendation must be from a supervisor.
    d. Students without transferable college credit must submit a letter along with their application materials stating why they wish to pursue a degree at Montreat College and outlining the skills and experience they would bring to the program.
    e. Verification by the American Council on Education (ACE) of any eligible CLEP and DANTES examinations and non-collegiate military training (a maximum of 15 semester hours considered for transfer credit).
2. Applicants starting with 100 – 200 level courses must be 21 years old with three years of post-high school work experience in a field related to the degree. Students under the age of 23 at time of admission must meet physical fitness requirements.
3. Applicants must have an openness to the College's mission of the integration of Christian faith and learning.
4. Applicants must have an overall grade point average (GPA) of 2.0 on a 4.0 scale or higher in previous college work attempted.
5. Applicants whose first language is not English must demonstrate the ability to read, write, and understand English and submit evidence of proficiency in English by scoring 500 or above on the Test of English as Foreign Language (TOEFL) or 173 on the computer-based test.

Students must maintain satisfactory academic progress.

Individual consideration may be given to applicants who do not meet all the specific requirements. Students desiring this consideration must submit a letter to support their ability to succeed in the program. The

College reserves the right to admit only students who hold promise of academic success. Withdrawal may be required should an applicant intentionally withhold or falsify pertinent information.

ADMISSION REQUIREMENTS: BACHELOR DEGREE

To qualify for admission into the Bachelor of Business Administration (BBA) or Bachelor of Science in Management (BSM) degree programs, the following conditions must be satisfied:

1. Applicants must submit the following credentials:
    a. Official final transcripts of all college courses taken.
    b. Official final high school transcript (if transferring less than 24 semester hours of college credit).
        1. Must included graduation information
        2. Must include official GED scores if applicant did not graduate from high school
    c. Two written recommendations from persons qualified to judge the applicant's professional expertise, character, and capacity for college-level study. Note that one recommendation must be from a supervisor.
    d. Students without transferable college credit must submit a letter along with their application materials stating why they wish to pursue a degree at Montreat College and outlining the skills and experience they would bring to the program.
    e. Verification by the American Council on Education (ACE) of any eligible CLEP and DANTES examinations and non-collegiate military training (a maximum of 30 semester hours considered for transfer credit).
2. Applicants must have a minimum of 54 semester hours (to include a minimum of 50% general education credit) of transferable credit earned from a regionally accredited college or university. Only grades of "C" or above (2.0 on a 4.0 scale) are eligible for transfer consideration.
3. Applicants must have an overall grade point average (GPA) of 2.0 on a 4.0 scale or higher in previous college work attempted.
4. Applicants must be at least 23 years old and have a minimum of two years of relevant work experience.
5. Applicants must have openness to the College's mission of the integration of Christian faith and learning.
6. Applicants whose first language is not English must demonstrate the ability to read, write, and understand English and submit evidence of proficiency in English by scoring 500

or above on the Test of English as Foreign Language (TOEFL) or 173 on the computer-based test.

7. Applicants may transfer a maximum of six semester hours (or two courses) into the bachelor core curriculum. To be considered transferable into the core, a course must have been taken at a regionally accredited college, and the student must have an earned grade of "C" or better. The course must be at the same level and be equivalent in content to the Montreat College course. It is the responsibility of the student to provide proof that courses are equivalent (i.e., provide course descriptions, syllabus).
8. In order to evaluate competency in writing and grammar skills, applicants will be required to take and pass an English diagnostic test during GE 322 before proceeding with the next courses in the bachelor curriculum. Students who have completed EN 111 at Montreat College should have already taken and passed the English diagnostic test.

Students must maintain satisfactory academic progress.

Individual consideration will be given to applicants who may not meet all the specific requirements. Students desiring this consideration must submit a letter to support their ability to succeed in the program. The College reserves the right to admit only students who hold promise of academic success. Withdrawal may be required should an applicant intentionally withhold or falsify pertinent information.

ADMISSION REQUIREMENTS: MASTER OF BUSINESS ADMINISTRATION

To qualify for admission into the Master of Business Administration degree program, the following conditions must be satisfied:

1. An applicant must meet the following conditions:
    a. Have a baccalaureate degree from a regionally accredited college or university.
    b. Provide official transcripts of any college-level coursework completed for a baccalaureate degree during the last 60 semester hours taken as well as proof of the successful completion of the prerequisite courses listed below in item #3.
    c. Provide proof of the successful completion of a statistics course or exam.
    d. Have three years of relevant business experience.
    e. Submit two letters of recommendation from persons qualified to judge the applicant's professional expertise, character, and capacity for graduate-level

study. Note that one recommendation must be from a supervisor.

2. Applicants may transfer a maximum of six (6) semester hours of graduate course work into the MBA core. All transfer credit must have been earned at a regionally accredited graduate program, must be at the same level, and must duplicate the content of the Montreat College MBA course. It is the responsibility of the student to provide any needed documentation (i.e., course descriptions, syllabus). The student must have an earned grade of "B" or above for the course.
3. Applicants must fulfill all undergraduate business prerequisites before taking the MBA courses. (Individuals with a bachelor degree from Montreat College School of Professional and Adult Studies will have already completed all the necessary undergraduate prerequisites.) Candidates for the MBA degree who possess undergraduate degrees in areas outside business will be required to successfully complete (with a grade of "C" or higher) the following prerequisite undergraduate business courses*:

BS 362	Financial and Managerial Accounting	4 credit hours
BS 422	Issues in Corporate Finance	3 credit hours
BS 351	Economics: Theory, Concepts, and Issues of Micro and Macro	3 credit hours

* *Prerequisites for the MBA program are offered through the School of Professional and Adult Studies in an accelerated evening format.*

4. Applicants are eligible for admission if they meet the following standard:

   Montreat College waives the GMAT entrance examination for any graduate of a regionally accredited college or university with an undergraduate degree in Business and a 3.0 grade point average (last 60 hours) who begins the program within one year of degree conferral,

   OR

   Has a grade GPA (grade point average of student's last 60 hours of bachelor's work) that meets the following formula: (GPA x 200) + GMAT$\geq$950.
   (The Graduate Management Admission Test (GMAT) score must be official and completed within the last five years.)
5. An applicant whose first language is not English must demonstrate the ability to read, write, and understand English and submit evidence of proficiency in English by scoring 500 or above on the Test of English as Foreign Language (TOEFL) or 173 on the computer-based test.

Students must maintain satisfactory academic progress.

ADMISSION REQUIREMENTS: MASTER OF ARTS IN EDUCATION (K-6)

To qualify for admission into the Master of Arts in Education degree program, the following conditions must be satisfied:

1. An applicant must meet the following conditions:
    a. Have a baccalaureate degree from an accredited college or university.
    b. Provide official transcripts from all regionally accredited institutions attended.
    c. Have a cumulative GPA of 2.7 in undergraduate study.
    d. Have a minimum score of 1000 on the GRE exam or 34 on the MAT exam.
    e. Provide evidence that he or she holds or is eligible to hold an "A" teaching license in the state of North Carolina.
    f. Provide official documentation of one full year of teaching experience.
    g. Submit two letters of recommendation from persons qualified to evaluate the applicant's character, professional expertise, and capacity to complete study at the master's level.
    h. Submit a professional goals essay that includes the applicant's goals for enrolling in the program.

Students must maintain satisfactory academic progress.

ADMISSION REQUIREMENTS: MASTER OF SCIENCE IN MANAGEMENT AND LEADERSHIP

To qualify for admission into the Master of Science in Management and Leadership degree program, the following conditions must be satisfied:

1. An applicant must meet the following conditions:
    a. Have a baccalaureate degree from an accredited college or university.
    b. Provide official transcripts from all regionally accredited institutions attended.
    c. Have a cumulative GPA of 2.75 in undergraduate study.
    d. Have a minimum of three years of full-time work experience.
    e. Submit a written letter demonstrating management and leadership potential.

g. Submit two letters of recommendation from persons qualified to evaluate the applicant's character, professional expertise, and capacity to complete study at the master's level.
h. Openness to the College's mission of the integration of the Christian faith with learning.

Students must maintain satisfactory academic progress.

EVALUATION OF TRANSFER CREDIT

Students will receive an evaluation of their transfer credit. This evaluation is a summary of the number of semester hours accepted in transfer from all regionally accredited colleges and universities, proficiency examinations the student has previously completed, and military training. Listed on the form are the number of semester hours transferred in and the number of semester hours required to accumulate the total number of hours needed to graduate (126 for the bachelor degree and 62 hours for the associate degree) as well as any deficiencies clearly noted. Students will receive the evaluation form during advising. Students must complete the core curriculum within their chosen degree program.

Conditions of Acceptance of Transfer Credit

1. Only work from a regionally accredited school with a grade of "C" or better (2.0 on a 4.0 scale) for associate and bachelor programs and a grade of "B" or better (3.0 on a 4.0 scale) for master programs will be accepted. Courses that do not apply to a student's degree program will not be accepted. For courses from an international institution, the transcript must be translated and evaluated by a credible educational evaluation company.
2. Credits from regionally accredited institutions will be considered for a course for which Montreat College offers no equivalent course, provided the transferred course is relevant to the degree pursued. Only courses that are academic in nature and purpose will be accepted in transfer. Vocational training courses such as air conditioning repair, electrical circuitry, welding, and keypunch are not accepted. Some vocational courses such as anatomy and physiology that are academic in content may be considered for transfer credits up to 30 semester hours.
3. Transfer students who have earned the Associate in Arts or Associate in Science degree and who meet the minimum requirements for admission to Montreat College will receive transfer credit for all eligible courses taken from those colleges participating in the North Carolina College System Articulation Agreement, subject to normal transfer credit policy.

4. Transferred courses, assigned the grade of "Pass" (P), will be considered as earned credit but will not affect the grade point average or graduation honors.
5. A student who wishes to enroll in courses offered by another institution must complete the required prior approval form to receive authorization from the Registrar to do so prior to taking the course. Failure to follow this procedure may result in loss of transfer credits for these courses.
6. Students may transfer a maximum of six hours into the bachelor core curriculum if the courses are identical junior- or senior-level courses previously taken at a four-year accredited institution. The transfer of courses into the bachelor core must be approved by a full-time faculty member in the discipline and must be finalized prior to enrollment into the bachelor program. If students transfer a course into the bachelor core, they must withdraw from the corresponding SPAS course. Note that withdrawing from a course will affect financial aid.
7. Transferred quarter credit hours will be converted to semester credit hours.

CORRESPONDENCE AND ONLINE COURSES

Eligible courses taken via correspondence from a regionally accredited institution can be applied to a student's degree program. The course(s) cannot be duplication of course work already taken and must be pre-approved by the Registrar. Upon successful completion of the course(s), official transcripts from the institution must be received by the Registrar's Office for credit to be awarded.

CREDIT BY EXAMINATION

Adult learners may participate in a variety of credit by examination programs in order to earn credit toward the bachelor or associate degree. Credit will be transferred as pass/fail. No credit will be granted for an exam for which the student failed to meet the exam requirements. Some tests may be taken only one time; other tests may be taken one time in a six-month period of time. These programs are explained below.

1. Advanced Placement (AP) Exams
   This credit by examination program is sponsored by the College Entrance Examination Board for evidence of completion of a college-level course taken in high school. Scores of 3, 4, or 5 will be accepted.
2. College Level Examination Program (CLEP) - www.collegeboard.com
   This credit by examination program uses CLEP subject area examinations. Students who earn a score equal to a grade of "C" or above may apply such credit toward their degree

program. Guidelines developed by the American Council on Education (ACE) for the awarding of these credits are followed.

3. Defense Activity for Nontraditional Education Support (DANTES) - www.getcollegecredit.com
   This credit by examination service was established in 1974 to administer Subject Standardized Tests (SST) to military service and civilian personnel. Guidelines developed by the American Council on Education (ACE) for awarding these credits are followed.

Students interested in taking CLEP or DANTES exams should contact an academic advisor in either the Asheville or Charlotte office. Before taking any credit by examination test, a Prior Approval Form, available at any campus, must be completed to ensure the credit will apply toward the degree program. If credit by examination tests have been taken prior to enrollment in the School of Professional and Adult Studies, the student must request official score transcripts from the examination program. Credit cannot be awarded based upon academic credit awarded by a previous institution.

Assessment of Documented Learning

Prior Learning Assessment (PLA) and military credit are increasingly becoming a useful option for students seeking general elective credit. Those seeking elective credit for professional experience have two options at their disposal: (1) Prior Learning Assessment (PLA), which is an evaluation of certified corporate training; and (2) military credit. Both programs are designed to assist undergraduate-level students in earning general elective credits for past or ongoing training at their place of employment. There are specific policies and fees associated with these programs and students need to be aware of their responsibilities as they utilize these programs. Note that all military information must be turned in at the time of application.

Montreat College closely follows the American Council of Education (ACE) recommendations and the standards established by the Council for Adult and Experiential Learning (CAEL). Students may have certain certifications or professional training experiences, but this does not mean they are awarded credit. If an exact or comparable match to the certification cannot be found in the ACE recommendations, Montreat College will not award academic credit. ACE recommendation must also meet the criteria for collegiate transfer credit.

PRIOR LEARNING ASSESSMENT (PLA)

Students should submit requests for Prior Learning Assessment (PLA) for activities undertaken prior to enrollment at Montreat College to their academic advisor during their first year of enrollment. Once enrolled at

Montreat College, other requests for prior learning assessment credits should be submitted to the academic advisor for consideration and pre-approval prior to a student's participation. In order to begin the PLA evaluation process, the following five items are required and must be submitted to the Student Services Office at either the Asheville or Charlotte campus:

1. An official and original certificate of completion for each course to be evaluated. Certificates will be returned to students upon completion of the evaluation.
2. A content description of each course to be evaluated. This must be an official course description such as the course brochure.
3. Contact hour verification for each course to be evaluated. This must be from an official source such as a company's human resources department, official certificate, or course description. Contact hours are the number of hours spent in class for the course. As a general rule, for a course to be considered for college credit, it must have a minimum of 15 contact hours.
4. A 2- to 4-page competency paper which contains a detailed summary of what was gained from the course and how it applies to professional as well as private life. A paper is required for each course to be evaluated.
5. Items 3 and 4 may be waived if the student can have an official ACE (American Council of Education) transcript sent directly to Montreat College School of Professional and Adult Studies.
6. A nonrefundable evaluation fee of $35.00 payable to Montreat College. The evaluation fee will be applied toward the first hour of credit if at least one hour of credit is awarded. The fee for additional credit hours awarded is $35.00 per credit hour.

Note: Allow three to four weeks after receipt of all the above material for an evaluation to be completed.

MILITARY CREDIT

Military credit can only be used as general elective credit. Montreat College uses the American Council on Education's (ACE) guide to the evaluation of educational experiences in the armed services for evaluating all military credit. A certified copy of the veteran's DD214 discharge papers or an official military transcript is carefully evaluated for all details concerning military experiences, and credits are awarded at face value. The DD214 or official military transcript should always accompany the student's application.

To request military transcripts, students should visit their branch of service at one of the following websites:

Army	http://aarts.army.mil/
Navy/Marines	http//smart.cnet.navy.mil/
Air Force	http://www.au.af.mi./au/ccaf/
Coast Guard	http://www.uscg.mil/

Credits completed at the Community College of the Air Force are generally accepted as general elective credit and are evaluated just like any other college transcript.

Non-collegiate credit is limited to a total of 15 semester hours for associate and 30 semester hours for bachelor degrees.

Service members Opportunity College (SOC) – Montreat College is one of 1,200 colleges and universities that supports members in all branches of the military who are attending college. The SOC contract is managed for the Department of Defense by the Defense Activity for Nontraditional Education Support (DANTES).

TRANSFER AGREEMENTS

Montreat College School of Professional and Adult Studies endorses the North Carolina College System Comprehensive Articulation Agreement.

FINANCIAL INFORMATION

Montreat College endeavors to provide an opportunity for Christian higher education to all who desire it. By working to keep expenses at a minimum and by offering a substantial and comprehensive financial aid program, the College provides an educational opportunity for many students who otherwise might not be financially able to attend college. Apply now on the following Montreat College website:

www.montreat.edu/financial_aid_spas

TUITION AND FEE STRUCTURE

A schedule of specific course start dates, payment due dates, and tuition due dates is distributed on the first night of the program.

Montreat College reserves the right to change tuition and fee schedules at any time. Students who withdraw and reenter any program must adhere to the prevailing standards and fee structures at the time of reentry.

All outstanding balances must be cleared before future course or program registrations will be approved. The College reserves the right to withdraw students from class attendance for failure to meet financial obligations. A $25 late fee is charged each time a payment is received after the due date. There is a $15 charge for any check returned for insufficient funds.

A payment schedule outlining tuition and fees for each degree program is available from the School of Professional and Adult Studies accounting office.

Associate and bachelor students must pay $175 deposit once they are accepted into the program to reserve a place. The $175 deposit will be applied toward the first course and is nonrefundable after the first class meeting. Master students must pay a $250 deposit once accepted into the program to reserve a place.

Tuition and fees for all subsequent courses are paid one course at a time and are due two weeks prior to the beginning of each course.

NOTE*: The cost of MBA prerequisite courses is not included in the MBA schedule and will be charged at the undergraduate tuition rate.*

PLUS PROGRAM (PROGRAM LISTING FOR UNDERGRADUATE STUDIES)

The PLUS Program was developed by Montreat College to assist students in fulfilling their general education and elective credits as they pursue their bachelor degree. PLUS courses provide interesting and

convenient options and include such subjects as psychology, theology, and language. Information and registration information may be found on our Web page: www.montreat.edu/academics/spas/.

Tuition for PLUS courses is assessed on a per credit hour basis plus a resource fee; courses are offered on a cash basis. Tuition and fees must be paid in advance when the student submits registration materials to the PLUS Program Coordinator; otherwise, the student will not be registered for the course.

STUDENT ACCOUNT POLICIES

STUDENT ACCOUNT MANAGEMENT

The Student Accounts Office at the Charlotte campus manages all student accounts for the School of Professional and Adult Studies.

TUITION REIMBURSEMENTS

Students who anticipate that all or part of their expenses will be paid by tuition reimbursement are expected to pay in advance for courses with their own funds.

RECEIPT REQUESTS

Students are required to request receipts for payment in writing. Forms are available from the Student Accounts Office in Charlotte and the literature racks at the Charlotte and Asheville campuses. The forms can be mailed or faxed to the Student Accounts Office in Charlotte for processing, which normally takes one week. Receipts are distributed in sealed envelopes in the cohort mailboxes in Charlotte. Students from off-campus sites will receive their receipts through U.S. mail.

If an employer requires a receipt for each course to reimburse a student's tuition costs, the "automatic receipt request" form should be completed. This form is only to be used by students who receive 75-100% tuition reimbursement from their employer.

If a course fee is not paid within one week of a request for a receipt, the request will be held on file for a period of one month from the date of request. After one month, the student must complete another request form. Receipts will not be distributed for a course in advance of its start date. Requests from students for more than four courses at a time will not be accepted. No receipts will be faxed to students.

STATEMENT OF STUDENT ACCOUNT

At the beginning of each month, the accounting office sends statements to all students with a balance due, including a history of the student's account for the past six months. Statements are not routinely sent to students with a zero credit balance. Students may request a statement of account from the Accounting Office at any time by calling 1-800-436-2777 or 704-357-3390.

GENERAL INSTITUTIONAL REFUND POLICY

Students in the School of Professional and Adult Studies are automatically registered for all courses in their program.

1. If a student withdraws from a course after the first class meeting, the student will be charged 10% of the tuition cost for the course.

2. If a student withdraws after the second class meeting, the student will be charged the full tuition.

3. If a student has not attended a course class and withdraws from the course after the first class meeting but before the second class meeting, that student will be charged $100 for tuition.

4. If a student has not attended a course class and withdraws from that course after the second class meeting but before the third class meeting, that student will be charged $200 for tuition.

The date of a student's withdrawal is the date the student notifies the College on a properly executed withdrawal form. Students should contact their academic advisor to withdraw from a course or from the program. It is the responsibility of the student to officially withdraw, following the procedures detailed in the program withdrawal and course withdrawal policies.

A refund refers to money paid toward program charges that must be returned to financial aid sources and/or the student. A repayment is the amount of cash disbursed to the student that must be repaid to federal, state, or institutional sources. For more information, refer to the "Financial Aid" section of this academic bulletin.

FINANCIAL AID

If a student chooses financial aid as a method of meeting the financial obligations of a SPAS program, all forms must be completed in full and returned to the Financial Aid Office at least four weeks prior to the start of the first course. If a student does not have all his or her financial aid paperwork submitted to the Financial Aid Office at least four weeks prior to the start of the first course of his or her award year, the student will be considered self-pay until all the paperwork is submitted. If the financial aid paperwork is submitted after the fourth week prior to the first course, the student's financial aid award may be delayed.

All financial aid funds are posted directly to student accounts. They cannot be issued as a check directly to a student.

All SPAS students are required to sign an "authorization to retain funds" that indicates their preference for the handling of credits resulting from the posting of federal and state financial aid to their accounts. When a student elects to leave funds on account to pay for future courses in SPAS, the Student Accounts Office will use any credit as long as it is sufficient to pay subsequent charges to the student's account. If a student elects to be refunded credit balances derived from federal or state aid, the student is considered thereafter to be self-paying.

If, as the result of withdrawal from a course or nonattendance in a course, a portion or all of the federal and/or state funds are invalidated, then it is the student's responsibility to pay in a timely manner any outstanding balance no longer covered by financial aid funds.

At the end of the federal or state aid award period, any credit remaining on the student's account from federal aid is sent automatically to the student regardless of the preference expressed on the "authorization to retain funds."

More detailed information can be found on the Montreat College financial aid website: www.montreat.edu/financial_aid_spas

APPLICATION PROCEDURE

To apply for financial aid, an individual must first apply for admission to the Montreat College SPAS program.

Next, the student must complete the entire financial aid requirements. The institutional financial aid application must be completed each year and may be mailed to:

Montreat College
Financial Aid Office
P.O. Box 1267
Montreat, NC 28757

The Free Application for Federal Student Aid (FAFSA) must be completed online (www.fafsa.ed.gov) and is electronically submitted to the Department of Education for processing. The results, called a Student Aid Report (SAR), will be transmitted back to the Financial Aid Office.

Financial aid awards are made after a student has been offered admission, has committed to a cohort, and all documents regarding the family's financial situation are received. Students are notified via an official award letter. A schedule of the courses covered and those that must be taken during the award year will be attached.

Students must complete a master promissory note for the Federal Stafford Loan through one of the College's preferred lenders if they wish to take a loan (a student may use a lender not on our preferred lender list, but from our experiences, our preferred lenders offer the best benefits and customer service). Students must also complete Stafford Loan Entrance Counseling online to receive a loan (http://mapping-your-future.org). Students eligible for educational benefits through the Veterans Administration or Vocational Rehabilitation should apply directly to these agencies and inform the Financial Aid Office of that benefit. Students must also report to the Financial Aid Office any tuition assistance, scholarships, or employer tuition reimbursement. Failure to report tuition assistance, scholarships, or employer tuition reimbursement on the Annual Institutional Financial Aid Application may lead to a student's financial aid award being adjusted after being initially awarded, and the student runs the risk of having his or her aid returned to the government.

MAINTAINING FINANCIAL AID

Students must maintain full-time status. No course can be skipped and courses must be taken in the exact order, time period, and format in which the financial aid was awarded. Students should refer to the schedule attached to their award letter for this information. IF THE STUDENT MUST MAKE A SCHEDULE CHANGE, HE OR SHE IS RESPONSIBLE FOR CONTACTING THE FINANCIAL AID OFFICE TO SEE WHAT THE FINANCIAL AID IMPLICATIONS ARE.

Students must maintain satisfactory academic progress (refer to policy for details) and must reapply each year for financial aid.

Students who are in default on federal student loans will not be eligible for any financial aid until the default is cleared through the National Student Loan Database System, or proof is submitted and accepted that the default has been cleared.

ELIGIBILITY AND TYPES OF AID

Students who are citizens or have permanent residence status in the United States are eligible to apply for financial assistance under various federal aid programs. Students must be registered for all courses needed to complete an academic year. Students must complete all the financial aid paperwork, including the Free Application for Federal Student Aid (FAFSA), to be considered for the following programs.

FEDERAL PELL GRANT

Pell Grant eligibility is based on the student's expected family contribution (EFC) recorded on the Student Aid Report. The lower the EFC, the higher the award will be to the student. Students with an EFC higher than $3850 will not qualify for a federal Pell Grant. Pell Grants are available only to undergraduate students. Financial aid is awarded on the basis that students will take all the courses contained in their cohort schedule. To be considered full-time, a student is awarded aid for an academic year that includes a minimum of 30 weeks of instructional time and a minimum of 24 credit hours attempted. If students do not need a course included in the financial aid award or they are considering withdrawing from a course, they should call the Financial Aid Office immediately.

FEDERAL SUPPLEMENTAL EDUCATIONAL OPPORTUNITY GRANT (FSEOG)

This program is designed to assist undergraduate students with exceptional financial need, that is, students with the lowest expected family contribution (EFC), and is awarded only to students who receive federal Pell Grants. Funding is limited, so there is no guarantee every eligible student will be able to receive an FSEOG award.

FEDERAL FAMILY EDUCATION LOAN PROGRAM – FEDERAL STAFFORD LOANS

Stafford loans (subsidized and unsubsidized) are low-interest loans available to assist eligible students. This program enables students to borrow from one of the College's preferred lenders. A student must also complete an online Entrance Counseling Interview for the Stafford Loan to receive federal loan funds. Upon meeting all general eligibility requirements, the loan application must be certified by the College. The loans are guaranteed by a state or private nonprofit agency and are insured by the federal government. A student must be enrolled and accepted as a regular student working toward a degree in an eligible program.

NORTH CAROLINA LEGISLATIVE TUITION GRANT (NCLTG)

Available at most campus locations, recipients must have been North Carolina residents for the last 12 consecutive months, be registered as full-time students on the eligibility date, be pursuing their first bachelor's degree, and meet financial aid eligibility requirements. Students must complete an LTG application to be considered for this grant. Students who are provided the Montreat College LTG Supplemental Form must fill it out and return it in conjunction with the LTG application to the Financial Aid Office. This grant will only be disbursed after a student has successfully completed 12 credit hours. If a student withdraws from a class, fails a class, or takes a leave of absence, they may not qualify for this grant.

STATE CONTRACTUAL SCHOLARSHIP FUND

This program is offered at most locations. Students must meet the eligibility requirements of the LTG and must demonstrate a significant need. Funding is limited, so there is no guarantee every eligible student will be able to receive the SCSF.

EMPLOYER REIMBURSEMENT

Many employers offer tuition reimbursement for employees in academic programs. Students should contact the appropriate employer representative for more information and notify the Financial Aid Office of any awards made. Most employers reimburse tuition after a course is completed, so it is advisable to borrow enough money to pay for several courses until reimbursement is made. The student is responsible for paying tuition and fees prior to starting a course. Students using employer vouchers must submit them by the course due date and pay any remaining balance by that date.

VETERAN'S HELP DESK (GI Bill)

The Office of the Registrar works with the Veterans Administration to assist in administering the various programs of benefits to veterans or eligible relatives of veterans. The Registrar's Office certifies enrollment and transmits necessary credentials and information to the proper administrative office.

A student must be admitted and actively enrolled in courses at Montreat College before enrollment verification for veteran's benefits can begin. Students in the School of Professional and Adult Studies may be eligible for the full monthly allowances provided they are enrolled in 12 or more semester hours. Allowances will be classified by course length and not by term enrollment. Students are responsible for reporting any changes in enrollment status to the Registrar's Office.

Students may visit www.gibill.va.gov for more information or to file an electronic application form. For on-campus assistance, contact the

Veteran's Help Desk at (828) 669-8012, x 3731.To check on the status of benefits, contact the Veterans Administration at 1-800-827-1000.

FULL-TIME STATUS

Financial aid is awarded on the basis that students will take all the courses contained in their cohort schedule. To be considered full-time, a student is awarded aid for an academic year that includes a minimum of 30 weeks of instructional time and a minimum of 24 credit hours attempted. If students do not need a course included in the financial aid award or they are considering withdrawing from a course, they should call the Financial Aid Office immediately.

FINANCIAL AID LEAVE OF ABSENCE (LOA)

If a student cannot take a course for which they have been awarded financial aid because of extenuating circumstances, it is possible for the student to apply for a leave of absence (LOA). The student should go to the website to print a LOA Form or call the Financial Aid Office to have one sent. A request for a LOA to the Financial Aid Office must include the date and course that will be missed, the reason for missing the course, and the expected date of return. The student must sign the form. A LOA can be requested only for a course the student intends to take at a later date and can be for a maximum of 180 days per calendar year. The student can only be granted two LOAs per academic year. No LOA can be extended. If the LOA is approved, the financial aid funds will remain on the student's account, and the student will not be charged for the course. LOAs are for exceptional purposes and will be denied unless they meet one of the following criteria: medical emergency, military duty, death in the immediate family, and extensive travel for work. If an unforeseeable circumstance occurs preventing a student from taking a course that is not one of the above criteria, he or she may request the LOA, but it may be denied. All LOAs should be requested at least one week prior to the start date of the class. If a LOA is granted for an emergency in the middle of a course, documentation (proof of the reason for the LOA) must be sent to the Financial Aid Office within 30 days. The student must take the course at a later date and cannot be enrolled in any other courses while on a LOA. A period of enrollment is equal to one-half of the financial aid academic year. All awards that include federal Title IV aid will be subject to the federal return of Title IV funds calculation if the student does not return from a leave of absence as required. All nonfederal funds are subject to the Montreat College refund calculation, except for the North Carolina Legislative Tuition Grant (NCLTG). The NCLTG is always refunded to the state of North Carolina unless the student has completed 12 hours of instruction satisfactorily by the last date of attendance and has attended through the eligibility date. The NCLTG cannot be prorated based on the length of enrollment. Montreat College has a fair and equitable refund policy, as required under Section 668.22 (b) (1) of the federal

regulations. The Montreat College refund calculation is equal to the federal calculation but takes into consideration only nonfederal forms or aid. Any student who wishes to appeal a financial aid decision must do so in writing to:

Director of Financial Aid
Montreat College
P.O. Box 1267
Montreat, NC 28757

SATISFACTORY ACADEMIC PROGRESS

Students receiving financial aid must maintain satisfactory academic progress (refer to "Satisfactory Academic Progress Policy" for more information). The Registrar's Office will notify the Financial Aid Office each semester of any student who has been placed on academic probation. The office will process a return of Title IV funds calculation using the last day of the student's current course as the last day of attendance. All funds the student has not earned will be refunded as stipulated by federal regulations. If the student regains the minimum grade point average required at the end of the probationary period, the student must contact the Financial Aid Office to reapply for financial aid.

RETURN OF TITLE IV STUDENT AID

In the event a student withdraws from a course or the entire program, either through nonattendance or by administrative withdrawal, does not return to the next course after an approved leave of absence, or is not making satisfactory academic progress, the Financial Aid Office is required to process a withdrawal calculation.

All calculations are based on the last date of documented class attendance within the student's period of enrollment. A period of enrollment is one-half of the financial aid academic year. All awards that include federal Title IV aid will be subject to the federal return of Title IV funds calculation. All nonfederal funds are subject to the Montreat College refund calculation except for the North Carolina Legislative Tuition Grant (NCLTG). The NCLTG is always refunded to the state of North Carolina unless the student has completed at least 12 credit hours satisfactorily during the period of enrollment and has attended through the eligibility date before withdrawing. The NCLTG cannot be prorated based on the length of enrollment. Montreat College has a fair and equitable refund policy, as required under Section 668.22 (b) (1) of the federal regulations. The Montreat College refund calculation is equal to the federal calculation but takes into consideration only nonfederal forms or aid.

The federal return of Title IV funds calculation determines the percentage actually completed of the period of enrollment for which the assistance was awarded the student. This figure is used to

determine the percentage of the aid the student earned for the period of enrollment. All unearned funds are returned to the proper agencies in the order prescribed by federal and state regulations. These regulations dictate that the College is obligated to apply refunds in the following order: Unsubsidized Stafford loan; Subsidized Stafford loan; federal Perkins loan; federal PLUS loan; federal Pell Grant; federal Supplemental Educational Opportunity Grant; other Title IV, state, private, or institutional aid; the student.

Students must pay any charges remaining on their account after funds are returned to the proper agencies.

FINANCIAL AID APPEAL COMMITTEE

Any student who wishes to appeal a financial aid decision must do so in writing to:

Director of Financial Aid
Montreat College
P.O. Box 1267
Montreat, NC 28757

GENERAL STUDENT INFORMATION

PROGRAM EVALUATION

In addition to the ongoing course-by-course student evaluations, graduates will be asked to evaluate the Montreat College program via exit interviews, exams, and follow-up evaluations done at three-year intervals. Employers are also asked to participate in this evaluation. Information obtained from these evaluations helps the administration, staff, and faculty make decisions about modifications in the program.

CHANGE OF ADDRESS

It is the student's responsibility to notify the academic advisor immediately in the event of a change of employment, address, telephone number, email address, or name.

INCLEMENT WEATHER CANCELLATION POLICY

The College normally makes a decision regarding class cancellation by 3:00 p.m. Students can learn if classes are canceled on a questionable night by calling the weather line at either the Asheville or Charlotte campuses, depending on the class location. For cohort groups serviced by the Asheville campus, call 828-667-5044 or 800-690-7727. When the automated attendant answers, select option four. For cohort groups serviced by the Charlotte campus, call 704-357-3390 or 800-436-2777. Ask the receptionist for the weather line at ext. 300, or, if after 5:00 p.m., enter ext. 300 when prompted by the automated attendant. Students should plan to attend the next regularly scheduled class meeting unless informed otherwise. Making up a class due to absence when bad weather prevails will be determined by the instructor and the students with guidance from the regional director. Refer to "Class Representative Responsibilities," for more information.

THE FAMILY EDUCATIONAL RIGHTS AND PRIVACY ACT

The Family Educational Rights and Privacy Act (FERPA) is a federal law that protects the confidentiality of student educational records. It states that the institution will not disclose personally identifiable information from educational records **without the written consent of the student.** The law allows exceptions and records may be released to the following:

- Montreat College officials with a legitimate educational interest.
- Federal, state, or local educational authorities, in compliance with legal requirements or for legitimate educational research, provided that the confidentiality of the records is maintained and that written authorization is provided by the campus office or agency needing this information; a picture ID is required.

- Appropriate persons as designated in the release of Directory Information.
- Persons or organizations providing financial aid to the student, or determining financial aid decisions related to eligibility, amount, condition, and enforcement of the terms of aid.
- The parents of dependent students.
- To comply with a lawfully issued subpoena, in which case the College will make a reasonable effort to notify the student of the intent to release the requested information.
- The appropriate persons in the event of a health or safety emergency.
- The Attorney General only to investigate or enforce legal requirements applicable to federally supported education programs.
- Courts of a disciplinary proceeding brought by a parent or student against an institution of higher education, or by an institution against a parent or student.
- Disclose the outcome of disciplinary proceeding against a student in specified circumstances.
- Parents and legal guardians of students under age 21, without regard to whether the student is a dependent, if the student has broken laws or violated polices relating to the use or possession of alcohol or a controlled substance.

Students must provide written authorization for grades or transcripts to be mailed or released to any third party. Transcripts will not be released if the student is financially indebted to the College.

Directory Information
Directory information may be released without the written consent of the student. It is generally considered non-harmful and allows the College to include information about the student in programs and news releases of campus activities, in recognition of honors, the graduation program, the College catalogue, the College website, and other publications. Directory information includes the following information: student's name, address, telephone number, date and place of birth, school, major, sex, marital status, dates of attendance, degree received, honors and awards, institution(s) attended prior to admission to Montreat College, past and present participation in officially recognized sports and activities, physical factors, and photographs. FERPA provides that any student may, upon written request, restrict the printing of directory information relating to him or herself. Any student who desires to have directory information withheld should notify the Registrar's Office with a written and signed statement.

To facilitate campus communication, the College publishes an in-house roster of students. The College reserves the right to exclude

from the College any student whose academic work is unsatisfactory, whose character and morals are not consistent with the ideals of the College, or whose influence is detrimental to the spirit of the College.

FERPA grants students the right to inspect and challenge information in their files. Requests for access to academic records must be made in writing to the Registrar and requests for access to other personal records must be made in writing to the student's academic advisor. The College has 45 days to comply with each request. Following access, the student or parent may request a hearing to challenge the contents of a record. The Registrar or the student's academic advisor will arrange the time and place and notify the student or parent.

SEXUAL HARASSMENT POLICY

Sexual harassment in the academic context can occur either within the professor/student relationship or in connection with employment relationships.

Sexual harassment has been defined in the professor/student relationship as follows: "Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when grades or educational progress are made contingent upon submission to such conduct, or when the conduct has the purpose or affect of interfering with the individual's academic performance, or of creating an intimidating, hostile, or offensive educational environment." Romantic relationships should be avoided between a faculty member and student with whom the faculty member has a professional relationship.

The definition of sexual harassment in the employment relationship is similar: "Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when (1) submission to such conduct is made either explicitly or implicitly as a term or condition of an individual's employment; (2) submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting the individual; or (3) such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment."

The College will not tolerate sexual harassment or ignore complaints of harassment from students, staff, or colleagues.

SMOKING AND ALCOHOL POLICY

Smoking and smokeless tobacco products are not allowed in any Montreat College building, and alcoholic beverages are not allowed on the premises.

ACADEMIC POLICIES

RIGHTS RESERVED BY THE COLLEGE

The College reserves the right to add or delete courses, to change academic policies, practices, and requirements, or to alter the academic bulletin at any time. Courses with fewer than seven students enrolled may be converted into small group/directed study courses.

By accepting admission into the College, a student is agreeing to abide by all official regulations of the College, including those published in this academic bulletin. While this publication presents policies and programs as accurately as possible as of the date of publication, the College reserves the right to make such changes as future circumstances may require.

ACADEMIC INTEGRITY POLICY

Definition of Academic Dishonesty

Academic dishonesty, such as cheating on tests and plagiarizing on essays, violates the fundamental trust underlying all academic work—that the work be the product of the student who submitted it. Montreat College defines academic dishonesty as the representation of another's words, ideas, or images as one's own. It applies equally to intentional and unintentional quotations, paraphrases, visual images, auditory images, and all electronic means of storage and communication. When academic dishonesty occurs, these procedures will be followed.

Discipline of Academic Dishonesty

When an instructor suspects a student of academic dishonesty, the instructor will meet with the student to discuss the incident and determine, to the instructor's satisfaction, whether or not academic dishonesty has occurred. If, in the instructor's judgment, such a violation of academic integrity has occurred, he or she will present the charges, in writing, to the student.

The only possible disciplinary actions are a "zero" for the assignment, or an "F" for the course. The student may choose to admit his or her guilt of academic dishonesty and waive a hearing. This involves signing the academic dishonesty notice that outlines the disciplinary action. The academic dishonesty notice will be retained until the student successfully graduates.

A student who does not agree to the instructor's charges must appear before a panel of three faculty members appointed by the regional director or designee on charges of academic dishonesty. During the intervening period, the student must continue to attend class. The

panel will convene a hearing with the student and the instructor at which time the instructor will explain the student's alleged violation. The student may choose to counter with evidence of his or her innocence or may admit guilt.

Punishment of Academic Dishonesty
If the panel indicates, by simple majority vote, that the student has been dishonest, the panel shall uphold the penalty assessed by the instructor. The regional director or designee will notify the student, instructor, advisor, and Registrar, in writing, of the panel's decision. If the student received a failing grade for the course, the student may remove the impact of the "F" on his or her grade point average by successfully retaking the course. Two incidents of academic dishonesty will result in a student being subject to dismissal from the College. The student will not be eligible to reapply to Montreat College for at least two (2) years after dismissal. If the panel finds the student not guilty of academic dishonesty, it will notify both the student and the instructor.

If the student wishes to drop the course but has been found guilty of academic dishonesty, the student will have a "WF" recorded on the transcript if the time has passed for dropping courses. If the student wishes to drop the course within the time frame for dropping without penalty, he or she may do so, but the academic dishonesty notice will be kept on file if the student has admitted or been found guilty of academic dishonesty.

In all instances, the record(s) regarding academic dishonesty will be retained until the student graduates.

Exoneration of Academic Dishonesty
If exonerating evidence becomes available in the five (5) business days following notification, the student may appeal to the vice president and dean of academics. Appeals will be heard only if they meet one of the following conditions: (a) discovery of new evidence or (b) violation of procedure. A student must remain in the course and work toward its successful completion during the appeal process. The student will be notified, in writing, of the final decision.

ACADEMIC GRIEVANCES

Process for Filing an Academic Grievance:
A student wishing to appeal an academic decision (including a course grade) which directly affects the student, should file an academic grievance no later than 15 business days from the date final grades were issued by the Registrar for the course in question. A formal grievance related to a grade may be filed only if one of the following conditions applies:

A. The student has discussed the situation with the instructor without resolution.
B. The student can provide evidence that an assigned grade was based on arbitrary or non-academic criteria.
C. The student can provide evidence that the criteria for evaluating the assignment or coursework were not applied or were misapplied such that the assigned grade does not accurately reflect his or her fulfillment of course requirements and/or course policies as stated in the syllabus (e.g., class attendance, grade standards, penalty for late or incomplete work) and/or other applicable requirements of the College.

If two of the above conditions apply to the situation in question, the student must do the following:

1. Present the issue in writing to the regional director for review. Such a written grievance shall include statements of the grounds for the grievance, supporting evidence, and suggested steps to resolve the matter.
2. After careful investigation, the regional director may summarily dismiss the complaint if, in his or her discretion, the grounds for appeal are frivolous or do not otherwise rise to the level of a legitimate grievance.
3. If the regional director does not dismiss the complaint, the regional director shall, within ten days of meeting (by phone or in person) with the student and faculty member, forward the grievance to the vice president of adult studies, who will then review the grievance and make a final determination. The vice president of adult studies may form a panel of two other uninvolved faculty members with whom he or she will review all applicable material and make a determination on the appeal. The panel may (a) recommend that the grade be changed, either higher or lower than the original grade, (b) recommend that the instructor revise course and/or grading requirements and reevaluate the grade accordingly, or (c) dismiss the case.
4. The regional director shall inform the student (and the Registrar's Office if a change in grade was recommended) of the outcome within ten (10) business days after the decision has been made by the vice president of adult studies.

NONACADEMIC GRIEVANCE POLICY

A student wishing to appeal a decision made by the College which directly affects the student, but is not related to academic policy, should follow one of these procedures:

INFORMAL GRIEVANCE PROCEDURE

1. Discuss the grievance with the academic advisor.
2. If the grievance remains unresolved, discuss it with the regional director.
3. If circumstances of the grievance prevent using either or both of the above steps, or if the academic advisor or regional director does not resolve the grievance within 15 working days, the student may discuss the grievance with the ombudsman appointed by the President. Upon counsel, recommendation, and approval of the ombudsman, the aggrieved person may be advised to proceed directly to a formal grievance procedure.

The student may request a formal hearing by initiating the steps for a formal grievance.

FORMAL GRIEVANCE PROCEDURE

1. **Request**: The student must file a written request for a formal grievance hearing with the ombudsman. The request must include the specific grievance, a description of the incident(s) from which the grievance arises, and the relief being sought.
2. **Committee:** Upon review of the written grievance, the ombudsman may ask for additional material and documentation. After these are provided, the ombudsman calls a meeting of the Grievance Committee as soon as possible or within 15 working days of receiving the request. The ombudsman serves as the chairperson of this committee whenever it acts as a formal grievance committee, unless the President directs otherwise. The ombudsman, however, has no vote in the final decision of the committee.
3. **Hearing:** The committee hears the grievance together with such witnesses as it deems appropriate to the grievance and forwards its recommendations in writing to the ombudsman within five working days of the close of the hearing. The hearing is closed and confidential.
4. **Report:** The Grievance Committee makes every reasonable attempt to reach its conclusion and make its recommendations to resolve the matter within 15 working days of the convening of the committee, and to present its report to the ombudsman for review and appropriate actions.
5. **Appeal:** The decision of the Grievance Committee may be appealed in writing to the President by the aggrieved student, the academic coordinator, or the regional director within three working days after receiving the decision. With regard to the informal and formal grievance proceedings, the decision of the President is final.
6. **Scope:** These grievance procedures are in no way intended to limit the rights of students under applicable laws.

7. **Retaliation clause:** No employee of the College may make any retaliatory action against any student of the College as a result of that person (1) seeking redress under these procedures, (2) cooperating in an investigation, or (3) otherwise legitimately participating in a proceeding under these procedures. Any violation will be regarded as a separate and distinct grievance matter under these procedures.

ACADEMIC ADVISING

All students are advised by an academic advisor before starting any program. Associate students are scheduled for pre-bachelor advising if they are advancing to a bachelor cohort. MBA students may participate in optional mid-program advising and can arrange an appointment through their academic advisor.

REGISTRATION FOR ADDITIONAL COURSES

All students are automatically pre-registered for all courses in their program. Students must register for additional courses, either from the SPAS schedule or courses from other programs, by completing the SPAS registration form. All registrations must be approved through the student's academic advisor and the Accounting Office. If students decide not to take a course for which they registered, they must officially withdraw from that course. Failure to follow the withdrawal procedure will result in a grade of "WF" and a charge for that course. Students should inform their academic advisor of their intent or need to change their schedule.

REGISTERING FOR PLUS COURSES

PLUS courses can fulfill either elective course requirements or general education requirements toward graduation. Courses are designed in the same accelerated format as SPAS core courses. PLUS courses should be considered the primary means of completing general education or elective course requirements. Normally these courses do not have prerequisite requirements. Courses are offered on Saturdays at both the Charlotte and Asheville campuses or online.

To register for a PLUS course, complete a PLUS course registration form and send the form to the Coordinator of PLUS. To arrange payment, contact the Student Accounts office at 800-436-2777 two weeks before the course starts.

Courses will be added to the PLUS offerings as the need arises. For a listing of courses offered through the PLUS program, see the listing in the Academic Programs section of this academic bulletin, or go online to www.montreat.edu/academics/spas/plus.

ENROLLING IN TWO COURSES SIMULTANEOUSLY

A student may enroll in additional course(s) while enrolled full-time or part-time in an accelerated program. Before registering, students should contact their academic advisor to assure approval. Students need to pre-register for courses on the appropriate registration form and submit the form to their academic advisor and to the Accounting Offices for approval at least three weeks before the courses begin. Additional financial aid is not available for dual courses.

Students are not encouraged to dual enroll more than three times during the program. Also, students are strongly discouraged from dual enrolling while in BS 362, BS 422, and BS 462 due to the intensity of the coursework.

Only under extraordinary circumstances may a student enroll in two bachelor core courses during a given term. Students should contact their academic advisor for further guidance.

CHANGING COHORT GROUPS

If a student changes cohorts, a change of cohort form should be submitted in a timely manner to the student's academic advisor. Note that changing cohorts will affect financial aid, so the Financial Aid Office should be contacted before making a decision. A change of cohort form submitted after a course start date will be treated in the same manner as a late withdrawal from a course.

WITHDRAWAL FROM COURSES

Emergencies may arise which make course withdrawal necessary. However, once full-time students begin a program, they must complete the courses included in the financial aid academic year or their financial aid will be jeopardized. Students must contact their academic advisor if they intend to withdraw from a course.

Students withdrawing from any course need to follow withdrawal procedures by completing a course withdrawal form and submitting the form to their academic advisor. Timing is important because withdrawal is official on the date the form is signed by that office. The form should be completed at least two weeks before the course begins. This allows for time to make course enrollment lists and material adjustments as well as time to contact those who are on a waiting list to get into the course. If students do not follow the correct withdrawal procedures, they will be charged for the course and receive a grade of "WF." Refer to the General Institutional Refund Policy under Student Account Policies.

A student can withdraw from a course through the third class meeting of a course and receive a grade of "W" provided the student has

contacted his or her academic advisor and properly withdrawn from the course. Any student withdrawing after the third night of the course and before the course ends will receive a grade of "WF."

REENTRY INTO PROGRAM AFTER WITHDRAWAL

A student who withdraws from a SPAS program may wish to reenter at a future date. To reenter, the student must contact an academic advisor to discuss the reentry. If the program requirements and costs have changed between the time of withdrawal and the time of reentry, the new requirements and fees will be in effect. Financial aid eligibility may also be affected. Contact the Financial Aid Office for further clarification.

Before a student can reenter a program after withdrawal, the reentry must be approved by an academic advisor and the Registrar's, Financial Aid, and Accounting Offices. Students must have the required minimum GPA to re-enroll in the program: a 2.0 on a 4.0 scale or higher for associate and bachelor students and a 3.0 on a 4.0 scale or higher for master students. Students who have been out of the program longer than one year must reapply through the Enrollment Office. Students who have been out of the program longer than one year must pay the application fee to reenroll.

When a student plans on reentering any program, the Accounting Office must first determine that no outstanding debt is owed for tuition, books, or resource fees. If it is determined a student has an outstanding debt, the debt must be paid in full from personal resources prior to reentering the program. The student must then pay for the first two courses or, at a minimum, borrow enough financial aid to cover the first two courses. Note that financial aid is typically disbursed in two halves during an award year.

TEXTBOOKS AND COURSE MATERIALS

Textbooks can be ordered easily and conveniently from MBS Direct, a virtual bookstore. Montreat College has its own bookstore site on the MBS Internet site (http://direct.mbsbooks.com/Montreat.htm). MBS Direct fills textbook orders within 24 hours and ships them according to the students' instructions. Students are given access information when they enroll. Ordering can also be done by telephone, fax, or by mail. College-produced, supplemental material is also accessed online through the Montreat College SPAS student information site: https://studentinfo.montreat.edu.

GRADING SYSTEM

The following grade system is used by Montreat College:

A	4.00
A-	3.66
B+	3.33
B	3.00
B-	2.66
C+	2.33
C	2.00
C-	1.66
D+	1.33
D	1.00
D-	.66
F	.00

I	Incomplete work
W	Withdrawal
WF	Withdrawal after official withdrawal deadline and a failing grade given
AU	A course which has been audited and for which attendance requirements have been met
X	Academic Forgiveness

Notes concerning grading system:

- A course in which the student has earned a grade of "WF" is counted as an "F" when computing overall GPA.
- All grades are final three months after the date of issuance.
- If a course grade of "F" has been incurred prior to withdrawal, it will not be removed by withdrawal from the course or from the College.

Refer to the following section for information on incomplete grades.

Only in extraordinary circumstances may recorded grades be changed and only when the grade change is submitted within three months from the date of issuance. Students should contact their academic advisor for more information.

INCOMPLETE GRADES

A grade of "I" (Incomplete) will be assigned only if proper arrangements have been made with the instructor prior to the end of the course. A "contract for incomplete" form (available through the student's academic advisor) must be filed by the professor at the time grades are submitted. This contract must be signed by the student and the instructor; however, if the student is only able to contact the instructor by phone, the instructor may indicate this and sign for both. If proper contact has not been made by the student, the instructor will

assign the grade is the student earned without completion of the outstanding course requirements.

Once the grade of "I" has been assigned, a student has a maximum of six weeks for completion of all outstanding requirements. If all course requirements are not completed within the assigned time limit, the "I" will be converted to the grade that was earned without completion of the outstanding course requirements. If the student withdraws from the program, an "I" becomes an "F" on the transcript. A student cannot have more than one outstanding incomplete grade at any one time.

GRADE POINT AVERAGE

The grade point average is computed each semester by dividing the total number of quality points earned by the total number of hours attempted. Courses with a notation of "W" are not included as hours attempted in computing the grade point average; grades of "F" and "WF" are counted as hours attempted. No quality points are assigned for grades of "F," "WF," "W," or "AU." Cumulative grade point average is computed on all courses taken at Montreat College.

PETITIONS FOR EXCEPTIONS

To petition for an exception to an academic policy, students must submit the petition in writing, stating the grounds for the request and providing any supporting evidence. Petitions for exceptions to academic policies are to be submitted to the Registrar's Office. The Registrar will render a judgment or will forward the petition to the appropriate College office.

HONORS

Baccalaureate students in the School of Professional and Adult Studies may graduate with honors if they meet one of the following criteria: *

1. Earn at least 60 hours at Montreat College with a grade point average of:

3.85-4.00	summa cum laude
3.70-3.84	magna cum laude
3.50-3.69	cum laude

2. Earn between 45 and 59 hours at Montreat College with a grade point average of:

3.75-4.00	with distinction

Scholarship Pins, the highest academic award at Montreat College, are awarded upon graduation from a baccalaureate program to those

students who have fulfilled the requirements for Dean's or Distinguished Scholars' lists for six consecutive periods as noted on the official academic transcript.

**Note that students in the associate and master level programs are not eligible for honors.*

The Dean's List is made up of those students who, during the previous term, have met the following requirements: (1) received a grade point average of between 3.50 and 3.89 on academic work; (2) took at least nine hours of academic work; (3) received no grade of "I," "F," "WF;" (4) maintained a satisfactory citizenship record.

The Distinguished Scholar's List is made up of those students who, during the previous term have met the following requirements: (1) received a grade point average of 3.90 or above on academic work; (2) took at least nine hours of academic work; (3) received no grade of "I," "F," "WF;" (4) maintained a satisfactory citizenship record.

Who's Who among College Students representatives are selected according to scholarship ability, participation and leadership in academic and extracurricular activities, citizenship, service to the College, and potential for future achievement.

Pinnacle Honor Society, an honor society for adult students in nonresidential programs, grants recognition to students for scholastic success and community leadership. Students with a minimum GPA of 3.5 who have a commitment to community service and can provide evidence of meaningful and active participation in at least three community projects or organizations during their time spent at Montreat College may qualify to apply for membership in the Pinnacle Honor Society.

ON-LINE TRANSCRIPTS AND GRADE REPORTS

At the end of each course the instructor submits grades for each student to the Registrar's Office where the grades are then recorded and posted on the Montreat College Student Information System website: www.montreat.edu/studentrecords/Login.asp. Students who are in good financial standing may view and print their online transcript and official grade report by logging into their online account. It is the student's responsibility to view his or her academic transcript and/or grade report after all grades have been recorded for spring, summer, and fall to view scholastic deficiencies. Students who are unable to view their official online grade reports may make a written request to the Registrar's Office for a Grade Report. Payments must be current in order for a student to receive an official transcript upon request to the Registrar's Office. Grades are not given out over the telephone.

TRANSCRIPTS

Students can request a transcript one of two ways:

1. By printing out the transcript request form from the Montreat College website (www.montreat.edu) and sending it to the Registrar's Office with a $5 fee (check or money order only) for each transcript requested.
2. By sending a letter to the Registrar's Office with the appropriate fee enclosed ($5 per transcript, check or money order only), and including the following information:
    - full name and a previous name if applicable
    - social security number
    - dates they attended Montreat or graduation date
    - current address and phone number
    - full address where they would like the transcript(s) sent
    - their signature (required by law, without it the request cannot processed)

Send requests to:

Montreat College
Registrar's Office
P.O. Box 1267
Montreat, NC 28757

Transcripts are normally processed twice each week. Often a request will be processed the same week it is received; however, by requesting a rush process, Registrar's Office can get a transcript mailed on the day it is requested. For rush service, students can fax their signed request to 828-669-2141, including their credit card number (Visa or MasterCard only) and card expiration date as well as the information noted above. Rush requests will incur a $10 charge in addition to the $5 transcript fee for a total of $15. If students would like their transcript sent overnight delivery, they will need to call the Registrar's Office (828-669-8012, extension 3733) for information on additional fees to cover the delivery.

If students have an outstanding balance with the College, their transcripts will not be released until all is paid in full. Students should contact the Business Office in Charlotte (1-800-436-2777, ext. 102) to verify that their accounts are current. Questions about transcripts may be directed to 828-669-8012, extension 3733.

UNDERGRADUATE STUDENT SATISFACTORY ACADEMIC PROGRESS AND GOOD ACADEMIC STANDING

Although students complete courses throughout the academic year, three times a year (spring, summer, and fall as indicated below) and after the completion of all program courses, the Registrar's Office reviews the academic progress of undergraduate students.

Classes Beginning: (See levels below):	**Academic Progress Reviews**
January 1 – April 30	End of Spring Grading Period
May 1– August 31	End of Summer Grading Period
September 1 – December 31	End of Fall Grading Period

Academic Progress Reviews are scheduled to immediately follow spring, summer, and fall (see the Academic Calendar) grade submissions or as closely as allowed by final grade submission dates. It is the student's responsibility to view his or her academic transcript and/or grade report after all grades have been submitted each spring, summer, and fall to identify any scholastic deficiencies. Students are making satisfactory progress toward a degree when they successfully complete the requirements as outlined in their personal degree plan and maintain the minimum required cumulative grade point average of 2.00. A 2.00 cumulative grade point average is required to be in good academic standing and to graduate from the College. Students making requests for certification of academic standing prior to the conclusion of all courses within a spring, summer, or fall review period will be assessed based upon their cumulative grade point average at the time of their request.

Academic Progress Review Levels

9	18	27	36	45	54	63	72	81	90	99	108	117	126

*Note: Satisfactory academic progress is reviewed during the spring, summer, and fall review periods at each level above, exclusive of grades of "W" and "I."

Academic Probation

A undergraduate student who has a grade point average of less than 2.00 will be placed on academic probation at the end of the spring, summer, or fall academic progress review. *Academic Probation* will be recorded on the academic transcript after the conclusion of a spring, summer, and/or fall progress reviews when a student attains a "total attempted credit level" as listed in the chart above. The probationary period will last until the next review period when the student's academic progress will be assessed again. If at the next "level" the student has regained the required minimum 2.00 cumulative grade point average, he or she will return to good academic standing. A

student who does not regain the minimum 2.00 cumulative grade point average required by the next "level" will be subject to academic suspension. It is the student's responsibility to view his or her academic transcript and/or grade report after all grades have been recorded for spring, summer, and fall to identify any scholastic deficiencies. Students who are considering applying for financial aid or are on Academic Probation and who receive financial aid should review the section below, "Financial Aid Recipients Are at Risk of Aid Cancellation" for additional information. Undergraduate students who have been admitted to the College on Academic Probation by the Admissions Acceptance Committee with a grade point average of less than 2.00 will enter on academic probation and may or may not be eligible for financial aid.

Financial Aid Recipients on Academic Probation Are At Risk of Aid Cancellation

Students who receive financial aid must make satisfactory academic progress to maintain eligibility for federal and/or state funds. Undergraduate students receiving federal and state funds who are placed on Academic Probation will receive reviews for quantitative and qualitative satisfactory academic progress for financial aid. Courses attempted and courses completed will be monitored. In compliance with state and federal regulations, students not making satisfactory academic progress will lose their eligibility to receive financial aid and a Title IV Return of Funds will be done. Students receiving outside scholastic funds are subject to the requirements of the awarding scholastic program.

Financial aid may or may not be available for students admitted on probation. Undergraduate students who have been admitted to the College on Academic Probation by the Admissions Acceptance Committee with a grade point average of less than 2.00 will have to meet financial aid guidelines for satisfactory academic progress to be considered for financial aid. Students receiving outside scholastic funds are subject to the requirements of the awarding scholastic program.

Repeating Courses to Improve Academic Standing

Students may repeat a course for which a grade of less than "C-" was received by (1) re-taking the same course at Montreat College, or by (2) re-taking the course at an appropriate accredited institution. **It is the student's responsibility to notify the Registrar's Office of course(s) to be repeated at another institution and to receive prior approval of the course to be repeated.** Students seeking approval should complete the Pre-Approval of Transfer Credit Request Form and indicate the courses to be repeated. For courses repeated at Montreat College for a higher grade, the better of the two grades will

be included in the academic GPA calculation. Students must successfully complete courses authorized to be repeated at another institution with a grade of "C" or better to have the F, D-, D, or D+ removed from the grade point average calculations; however, the original grade will remain on the transcript. The transferred course will apply as credit only. Financial aid will not be awarded for courses that are repeated. To be considered full-time, students must take a minimum of 12 new course credits in addition to repeated courses. **Note: A repeated course may not be eligible for financial aid.**

Academic Suspension

An undergraduate student who does not regain the required minimum 2.00 cumulative grade point average by the end of the probationary period will be placed on academic suspension for a minimum period of one year. If extenuating circumstances exist (i.e., medical, etc.) and a student desires to appeal a suspension or to request an exception to withdrawals, the student may submit a written appeal with supporting documentation or a request to Attn: Registrar, Montreat College, Box 1297, Montreat, NC 28757. The fax number is (828) 669-2141 and the email address is spasreg@montreat.edu.

Academic Second Chance (ASC)

An undergraduate student may submit an Academic Second Chance (ASC) to request academic forgiveness for Montreat College courses. Forgiveness may apply to a single term or a continuous consecutive series of terms within which a student earned grades lower than "C." If approved, those terms would be excluded when calculating the student's grade point average. No courses taken during the period approved for ASC would apply toward requirements for a degree. Special Note: A repeated course may not be eligible for financial aid.

A student who wishes to petition for academic forgiveness must meet the following criteria:

1. The student must have been separated from all institutions of higher learning for a period of two (2) calendar years.
2. The student must have re-entered Montreat College and earned at least 12 credit hours at Montreat College with a minimum GPA of 2.5 on those hours. He or she must be currently enrolled at Montreat College.

ASC terms will remain a part of the student's record, although the period of forgiveness in its entirety will be excluded when calculating the GPA. The refigured GPA will be the official GPA of the College. A statement to that effect will be placed on the student's record. An Academic Second Chance may be granted only once and applies only to Montreat College credit. It is important to note that ASC may not be recognized by other institutions. A student may submit a letter of

appeal, including a description of his or her current action plan to achieve academic success to Attn: Registrar, Montreat College, Box 1267, Montreat, NC 28757.

GRADUATE STUDENT SATISFACTORY ACADEMIC PROGRESS

Graduate students are expected to maintain a minimum cumulative grade point average of 3.00 throughout their program of study. If at any time a student receives more than one grade that is less than "B-" on course work taken for graduate credit, the student will be withdrawn from the program. Whenever a regularly admitted graduate student earns a cumulative grade-point average below 3.00 on graded course work taken for graduate credit, he or she will be warned of the possibility of academic dismissal.

Withdrawal from the Program: If at any time a student receives more than one grade that is lower than "B-" on course work taken for graduate credit, the student will be withdrawn from the program. When a graduate student has accumulated a minimum of 15 hours of graded course work for graduate credit with a cumulative grade-point average below 2.90, he or she will be withdrawn from the graduate program.

PETITIONS FOR EXCEPTIONS

To petition for an exception to an academic policy, students must submit the petition in writing, stating the grounds for the request and providing supporting evidence. Petitions for exceptions to academic policies are submitted to the Registrar's Office. The Registrar will render a judgment or will forward the petition to the appropriate College office.

COMPUTER REQUIREMENT

Each student is required to provide a notebook computer as specified by the College. Certain core courses will require students to utilize a notebook in the classroom.

ASSIGNMENT FORMAT AND STANDARDS

For most courses, papers, projects, and homework assignments are to be keyed on a computer or typed and presented in the APA (American Psychological Association) format. The MLA (Modern Language Association) format may be required for English and humanities courses. Individual faculty members may give other assignment specifications. It is the responsibility of students to give credit for words and/or ideas not their own.

STUDY GROUPS

The foundation of the SPAS educational philosophy and practice is the recognition of the distinction between the younger college student and the student who has assumed the adult responsibilities of self-determination, financial independence, and professional development. The focus of the program encompasses two critical learning objectives: shared participant responsibility for self-directed learning and small group dynamics. Professional and personal growth requires that individuals develop the skills necessary to manage their own learning.

The second objective is to develop the interpersonal skills necessary for effective participation in groups. Study groups are an integral part of the Montreat College educational model. The groups are normally comprised of three to five students and meet four hours a week outside class. Study groups function as mutual support mechanisms through which students can learn more efficient problem solving from the professional expertise of peers.

Although study groups are intended for out-of-class activities, many teachers design their in-class activities to include study group participation. Study groups are also designed to increase involvement in the course and class work, enthusiasm, and the pursuit of topics to a more advanced level. Students value the benefits of small group work, noting that the process of working in a small group, in both supervised and unsupervised settings, encourages critical skills, including group decision-making, how to disagree without being destructive, the cultivation of new ideas, and how to include all members in a discussion.

CLASS AND STUDY GROUP ATTENDANCE POLICY

The Department of Education requires Montreat College faculty to adhere to a strict policy for class and study group attendance to maintain Title IV funding. The SPAS programs emphasize group interaction in the classroom as well as in study groups. If students are absent, they do not gain the benefit of learning from their peers, nor do they have the opportunity to contribute to other students' learning. Students are required to sign an attendance sheet weekly to certify their involvement in the study group each week.

Study groups and classes must each meet for a minimum of four hours per week for a total of eight hours per class for each week of instruction, not including the time required to complete individual homework for each class. The instructor must turn in attendance records of the study group and class meetings each week. Students hold their first study group meeting for each course before the first night of class; therefore, anyone dropping into a course/study group must do so one week before the start of the course. Students in this

situation are responsible for contacting the class representative to be placed in a study group.

Montreat College SPAS allows one absence (total of four hours) from class and one absence (total of four hours) from study group without grade penalty. If a student misses a second class, the grade will be lowered a letter grade. If a student misses a second study group, the student's grade will be lowered a letter grade. Should the student have a third absence from either a class night or a study group meeting during a course, he or she will be administratively withdrawn and receive a grade of "WF" for that course. Faculty may have a stricter policy but they must clearly indicate any other specific consequences for missing one night of class in their course syllabus. If it is not indicated, it is assumed that a penalty will occur only after the second absence from class or the second absence from study group, which will result in the student's grade being lowered by one letter. If the Registrar's Office administratively withdraws a student for either study group or class nonattendance for two consecutive courses, the student will be withdrawn from the program.

Should emergencies or situations not covered by this attendance policy arise, the student should discuss the situation with the faculty member who will in turn discuss it with the academic advisor. Faculty should take into consideration overall attendance and work in the course before advocating that an exception to normal policy be made for a student. If an exception is to be considered, the instructor must be willing to assign extra work to that student to make up for the additional absence in either the study group or the class.

Study groups should meet at one of the types of locations listed at the top of the study group attendance sheet. If a group chooses another site, it must meet the following criteria:

1. Individual seating area for each member of the group.
2. Desk or flat writing surface available for each student.
3. Adequate lighting to ensure the ability of all students to read.
4. Quiet area with no distractions such as loud music.
5. Adequate temperature control to allow for the comfort of each student.
6. Electrical and phone service to allow students to access the school's library services.
7. Adequate restroom facilities for both men and women.
8. Adequate parking for student convenience.
9. Accessible to all students.
10. A site consistent with facilitating learning objectives of the specific course.

CLASS REPRESENTATIVES
DUTIES AND RESPONSIBILITIES

Every class group (cohort) of Montreat College students will have a class representative. The class representative provides a communication link between Montreat College and the class members. The class representative is elected by the group of students (cohort) during the first course. A new class representative will be elected every three to four courses. The representative's duties and responsibilities include but are not limited to the following:

1. Serve as a spokesperson for the group (cohort) in order to maintain a constructive dialog with the College.
2. Distribute memos and information from any College office to class members.
3. Collect completed student end-of-course surveys and immediately return them to the Asheville campus coordinator.
4. Ensure the classroom is in satisfactory condition at the end of each class meeting.
5. Assist the class in organizing social events as appropriate.
6. Assist new instructors in making a smooth transition when beginning a new class.
7. Attend periodic meetings as scheduled.
8. Develop and coordinate the use of the telephone calling chain for informing students of important information.
9. Assist in other program-related matters as follows:
    a. Contact the academic advisor regarding problems with the delivery of materials or classroom equipment problems.
    b. Ensure that absent students are contacted regarding materials delivered and arranging for pickup.
    c. Return any extra materials delivered to the group to the campus coordinator.
10. In addition, in case of inclement weather or unsafe conditions which may exist on the date of a scheduled class meeting:
    a. The class representative may call the Montreat College inclement weather lines to check for class cancellation. The class representative will convey the decision to the faculty member and to the students via their telephone chain. Canceled classes must be made up. The faculty member, class representative, and students will need to reach a consensus on an alternative meeting time (e.g., Saturday morning) and place.
    b. The class representative will contact the campus coordinator to report the alternate time. The campus coordinator will make arrangements for the meeting site. This will be communicated to the faculty member

and to the class representative who will notify the remaining class members.

c. The missed class night must be made up before the last scheduled night of the course.

GRADUATION INFORMATION

APPLICATION FOR GRADUATION

Undergraduate candidates for graduation must file a formal application for graduation, with the Registrar's Office. Students can file as early as during mid-program evaluations. Academic advisors will inform students of application deadlines in advance. Applicants for graduation must complete all degree requirements, complete the exit procedures of the College, and be in good financial standing to be eligible to graduate. **External credits and exam scores are expected to be on file in the Registrar's Office one month prior to a commencement date.** Students who apply and do not graduate may be required to submit a new application.

Credit by Prior Learning Assessment (PLA), Exam or Transfer Credits

External credits must be on file in the Registrar's Office at least one month prior to graduation. Students taking external exams (CLEP, DANTES, etc.) or courses at another institution to satisfy degree requirements must have all exams and courses pre-approved by their academic advisor prior to applying for graduation. A copy of the pre-approval form for current course enrollment or future course credit should accompany the Application for Graduation when submitted to the Registrar's Office. A student who is approved to walk in commencement (see Petition to Walk in Commencement) must complete all degree and exit requirements by the last day of the month of commencement to be eligible for degree conferral during the conferral period. A student who completes requirements after this time must re-apply for graduation.

Petition to Walk in Commencement

An undergraduate applicant for graduation may petition to participate in a commencement ceremony. To be eligible to petition, a student must 1) be within three credits of completing all degree and exit requirements, 2) plan to complete requirements prior to the next

conferral period, 3) have fulfilled all other degree and exit requirements, and 4) be in good financial standing. Petitions should address specific plans for completing the remaining credits with expected completion dates along with supporting documentation. Students who are approved to walk but who do not complete degree requirements prior to the next commencement may be required to submit a new application and fee for graduation. All degree and exit requirements must be completed by the last day of the month of commencement for a student to be eligible to receive a degree during the conferral period. Students may participate in only one commencement ceremony per degree.

Montreat College Undergraduates Entering Graduate Study

A Montreat College undergraduate student who is enrolled in a bachelor's program and nearing completion when admitted to a graduate program is admitted to the graduate school contingent upon successful completion of the bachelor's degree. As students cannot commence a graduate program of study until after the conferral of the bachelor's degree, students who are considering the pursuit of a graduate degree should file an application for graduation early according to the schedule above (see Application for Graduation). Students who are approved for entry into a graduate program should schedule an appointment with their academic advisor to plan their transition to the graduate school.

Commencement

Two commencement ceremonies are held each academic year (in December and May) to honor graduates. Candidates who have been cleared to participate in Commencement are encouraged to be present. Informational packets are mailed to candidates after the application for graduation deadline. Packets contain information about commencement, including how to purchase caps, gowns, invitations, and other graduation supplies. An additional conferral period is provided in August for those who complete requirements during the summer. Summer graduates are encouraged to participate in the commencement ceremony closest to their degree completion, in either May or December. Diplomas are mailed one to two weeks after the degree conferral date.

GRADUATION REQUIREMENTS

To qualify for graduation, students must complete all requirements for their degree by the deadline for their particular degree conferral.

For May commencement: All requirements and all documentation for the degree must be received by the Registrar's Office at Montreat College by **April 30**, and all information relative to requests for Prior Learning Assessment (PLA) must be received by March 1. This

includes making up incomplete grades as well as having official transcripts received by the Registrar's Office if courses have been taken elsewhere.

For December commencement: All documents must be received by the Registrar's Office by **December 1**, and all information relative to requests for PLA must be received by October 1.

For August graduation: All graduation requirements must be completed and received by the Registrar's Office by **August 31**, and all information relative to requests for PLA must be received by June 1.

Fees may be assessed by the Registrar's Office to reprint a diploma when degree conferral has been postponed. Deadlines are strictly enforced, and any student with incomplete graduation documentation by the deadline must reapply for the next graduation date.

All students receiving a diploma are encouraged to be present at either the winter or spring commencement ceremony. Graduates may purchase caps and gowns, invitations, and other graduation supplies through the Montreat College Herff Jones representative. Only students who have completed all requirements for their degree and have been approved for graduation will be permitted to participate in the commencement ceremony. Diplomas for those who do not participate in the graduation ceremony will be mailed one to two weeks after the degree conferral date.

BBA BUSINESS/SERVICE PROJECT or BUSINESS PLAN

BBA students will be expected to complete a business/service project or business plan as partial fulfillment of the requirements for the BBA degree. Students will be required to submit the first draft of their business project proposal at their mid-program advising. At this time students will be assigned a project advisor who will schedule advising appointments with their students to guide them through the project. If students change cohorts during the course of the program, they will retain the same project advisor. The project will be explained in greater detail in GE 322 Orientation for Adult Program Success.

The individual business/service project is a capstone, integrative, real world learning experience, requiring each student to solve a business problem, provide a support service to a client organization, or develop an entrepreneurial business plan. For the business/service project, students will identify a client organization, define the problem to be solved or the services to be provided, and establish the client's results. Students will submit a final project report and present their project in BS 471 Individual Business Project to demonstrate their achievement

of the desired outcomes and their ability to apply the knowledge and skills acquired throughout the BBA degree program.

BSM BUSINESS/SERVICE PROJECT

BSM students will be expected to complete a business/service project as partial fulfillment of the requirements for the BSM degree. Students will be required to submit the first draft of their business project proposal at their mid-program advising. At this time students will be assigned a project advisor who will schedule advising appointments with their students to guide them through the project. If students change cohorts during the course of the program, they will retain the same project advisor. The project will be explained in greater detail in GE 322 Orientation for Adult Program Success.

The individual business/service project is a capstone, integrative, real world learning experience requiring each student to solve a business problem or provide a support service to a client organization. Students will identify a client organization, define the problem to be solved or the services to be provided, and establish the client's results. Students will submit a final project report and present their project in BS 475 Individual Business Project to demonstrate their achievement of the desired outcomes and their ability to apply the knowledge and skills acquired throughout the BSM degree program.

ACADEMIC PROGRAMS

Montreat College School of Professional and Adult Studies offers the following six degree programs:

The Associate in Science (AS) provides a solid foundation in the arts and sciences in addition to introductory courses in a chosen concentration of business, education, or general studies. Upon completion of the program, students are able to explain the basic principles of their concentration, demonstrate critical thinking skills, and use effective oral and written communication techniques.

The Bachelor of Business Administration (BBA) provides a valuable balance of course theory and practical experience, preparing students to work effectively in today's complex business environment. The program promotes immediate implementation of classroom theory

to the work environment. In addition to the 50-credit BBA core curriculum, student must complete general education and elective credits.

The Bachelor of Science in Management (BSM) provides solid instruction in managerial and leadership principles and theory with a focus on developing the leadership competencies required in today's work environment, both private and public. In addition to the 46-credit BSM core curriculum, student must complete general education and elective credits.

The Certificate/Concentration in Human Resource Management program is for those students who wish to increase the value of their BBA or BSM degrees with this specialized concentration. Others who have the equivalent of an associate degree may also take the HR courses as a certificate program. Coursework covers topics in compensation and evaluation methods, effective training methodologies, labor and safety regulations, current legal issues, and many other topics. The courses will equip the human resource professional with tools to become a strategic manager within his or her organization

The Master of Business Administration (MBA) provides graduate-level training in the theory and practice of contemporary business management with practical application from domestic and global perspectives. Students gain the leadership and analytical skills necessary for managerial success in both public and private industry.

The Master of Arts in Education (M.Ed) provides students with the understanding of how all children develop and learn so they can utilize varied instructional approaches including technology to design effective learning experiences and assessments that enhance critical thinking skills. Course work is directed toward the development of materials, resources, strategies, knowledge base, and attitudes that can be used in the classroom of the reflective communicator.

The Master of Science in Management and Leadership (MSML) is a natural progression from the BSM program and provides adult learners with tools and skills needed to excel as managers and leaders. Coursework has a qualitative focus that progresses from developing the individual's leadership foundation to building relationships between organizational members and stakeholders to determining strategy for a range of organizations. Students do not need a business background, just a determination for leadership regardless of positional authority.

ACADEMIC CALENDAR

Class scheduling is not on a traditional August to May timetable but rather it is based on a lock-step program. Throughout the year, applicants begin the program at a designated location and time. Each class is taught using an accelerated format, and students meet with their professor once a week for four hours at the designated location. Most courses meet for a minimum of five weeks. In all programs, students are registered for the entire program. The class schedule will include breaks for holidays. Every effort is made to have each group complete the core program within approximately 22 to 26 months.

It is essential students understand that one-half of their instruction occurs in the classroom, and the other half occurs in the form of reading, writing, group study, research assignments, and on-the-job application. This outside experience will be shared with others through class discussions, written assignments, and study group discussions. Each cohort of students remains together as a cluster for the entire program.

CURRICULUM

Montreat College School of Professional and Adult Studies offers an Associate of Science, Bachelor of Business Administration, Bachelor of Science in Management, Master of Business Administration, Master of Arts in Education, and Master of Science in Management and Leadership degrees. A certificate or concentration in Human Resource Management is also offered.

In the associate core courses, students complete general education course work in Bible, writing, humanities, social science, public speaking, mathematics, and science. These courses seek to develop the whole person and to prepare students for successful completion of the bachelor program.

The master and bachelor core courses embrace the development of the adult learner and provide exposure to human problems and personal values through a well-planned, sequenced curriculum which integrates within the curriculum increasingly advanced cognitive skills, awareness of self and others, values clarification, and social and interpersonal skills.

Program delivery for the associate, bachelor, and master degrees is in a carousel format. The curriculum for each program is divided into units. Units are offered in a specific order and then repeated. Groups of students may join an existing group of students (cohort) at the beginning of any unit and will continue through the cycle of units until they have completed all courses in the program. Courses required as a prerequisite to other courses in the curriculum are assigned preceding the more advanced course in the same unit. All students

entering and leaving the program together will complete the Socialization Unit (associate and bachelor programs) or GE 500. GE 501, or GE 505 Introduction to Graduate Studies (master program) at the beginning of the program before joining an existing cohort and will complete the Integrative Unit together at the end of the program.

ASSOCIATE IN SCIENCE (AS) - Business

Course	Title	Credit Hours	Weeks
GE 101	Orientation to Adult Learning	2	4
EN 111	Writing and Research for Adults	3	6
CS 101	Computer Applications and Concepts	3	5
BS 101	Introduction to Business	3	5
BB 101	Survey of the Old Testament	3	5
HS 111	Major Issues in World Civilization	3	5
MT 102	Mathematics for Management	3	6
EN 231	Public Speaking and Presentations	3	5
BB 102	Survey of the New Testament	3	5
HD 211	Human Growth and Development	3	5
AR 211	Introduction to Music and Art	3	5
PC 111	Matter and Energy	3	5
EN 112	Writing and Literary Analysis	3	6
BS 209	Principles of Management	3	5
EN 211	Masterpieces of Literature	3	5
BS 103	Introduction to Economics	3	5
HS 211	Early American History	3	5
MT 122	Elementary Statistics	3	6
BS 206	Principles of Accounting	3	5
ES 111	Overview of Environmental Science	3	5
BS 230	Principles of Marketing	3	5
IS 202	Modern Christian/Secular Worldviews	3	5
PE 110	Healthful Living	2	4

ASSOCIATE IN SCIENCE (AS) - Education

Course	Title	Credit Hours	Weeks
GE 101	Orientation to Adult Learning	2	4
EN 111	Writing and Research for Adults	3	6
CS 101	Computer Applications and Concepts	3	5
ED 202	Orientation to Education	3	5
PC 111	Matter and Energy	3	5
BB 101	Survey of the Old Testament	3	5
ED 205	Children's Books and Reading	3	5
HD 211	Human Growth and Development	3	5
HS 111	Major Issues in World Civilization	3	5

BB 102	Survey of the New Testament	3	5
EN 112	Writing and Literary Analysis	3	6
HS 211	Early American History	3	5
EN 211	Masterpieces of Literature	3	5
ES 111	Overview of Environmental Science	3	5
ED 213	Field-Based Experience: Elem. Ed.	3	5
ED 246	Integrated Arts	3	5
MT 102	Mathematics for Management	3	6
EN 231	Public Speaking and Presentations	3	5
MT 122	Elementary Statistics	3	6
AR 211	Introduction to Music and Art	3	5
IS 202	Modern Christian/Secular Worldviews	3	5
ED 251	Managing the Classroom Environment	3	5
PE 110	Healthful Living	2	4

ASSOCIATE IN SCIENCE (AS) – General Studies

Course	Title	Credit Hours	Weeks
GE 101	Orientation to Adult Learning	2	4
EN 111	Writing and Research for Adults	3	6
CS 101	Computer Applications and Concepts	3	5
PC 111	Matter and Energy	3	5
BB 101	Survey of the Old Testament	3	5
HD 211	Human Growth and Development	3	5
HS 111	Major Issues in World Civilization	3	5
BB 102	Survey of the New Testament	3	5
EN 112	Writing and Literary Analysis	3	6
HS 211	Early American History	3	5
EN 211	Masterpieces of Literature	3	5
ES 111	Overview of Environmental Science	3	5
MT 102	Mathematics for Management	3	6
EN 231	Public Speaking and Presentations	3	5
MT 122	Elementary Statistics	3	6
AR 211	Introduction to Music and Art	3	5
IS 202	Modern Christian/Secular Worldviews	3	5
PE 110	Healthful Living	2	4
	Elective courses to total 15 credit hours		

BACHELOR OF BUSINESS ADMINISTRATION (BBA) CORE

Course	Title	Credit Hours	Weeks
GE 322	Orientation for Adult Program Success	2	4
EN 371	Managerial Communications	3	6
IS 461	Philosophy of Faith and Learning	2	4
BS 350	Admin. Theory and Organizational Behavior	3	5

BS 403	Leadership and Human Resource Mgt	3	5
BS 311	Business Law	3	5
BS 309	Business Ethics	3	5
CS 302	Management Information Systems	3	6
BS 314	Data Analysis for Business	3	6
BS 351	Economics: Micro and Macro	3	6
BS 413	Production and Operations Management	3	5
BS 362	Financial and Managerial Accounting	4	8
BS 422	Issues in Corporate Finance	3	6
BS 320	International Business	3	5
BS 437	Marketing Management	3	5
BS 460	Strategic Management	3	6
BS 471	Individual Business Project	3	5

Note: Students may only switch from one bachelor's business program to another (BBA or BSM) during the first three courses that are specific to the degree (BBA or BSM) and not shared.

BACHELOR OF SCIENCE IN MANAGEMENT (BSM) CORE

Course	Title	Credit Hours	Weeks
GE 322	Orientation for Adult Program Success	2	4
EN 371	Managerial Communications	3	6
IS 461	Philosophy of Faith and Learning	2	4
BS 350	Admin. Theory and Organizational Behavior	3	5
BS 403	Leadership and Human Resource Mgt	3	5
BS 311	Business Law	3	5
BS 309	Business Ethics	3	5
BS 342	Markets and the Economic Environment	3	5
BS 356	Globalization and Intercultural Understanding	3	5
BS 340	Management Concepts and Issues	3	5
BS 322	Marketing for Managers	3	5
BS 308	Servant Leadership	3	5
CS 304	Information Systems Technology for Mgmt.	3	5
BS 355	Small Business Management	3	5
BS 430	Organizational Strategic Planning	3	6
BS 475	Individual Business Project	3	5

Note: Students may only switch from one bachelor's business program to another (BBA or BSM) during the first three courses that are specific to the degree (BBA or BSM) and not shared.

CERTIFICATE OR CONCENTRATION IN HUMAN RESOURCE MANAGEMENT

Course	Title	Credit Hours	Weeks
HR 403	Leadership and Human Resource Management	3	5
HR 404	Legal Issues and Labor Relations	3	5
HR 405	Staffing, Selection and Training	3	5
HR 406	Assessment Methods: Salary, Benefits, and Evaluation Methods	3	5
HR 407	Employee Development and Motivation	3	5
HR 408	Employee Labor Relations, Safety, and Health	3	5

MASTER OF BUSINESS ADMINISTRATION (MBA)

Course	Title	Credit Hours	Weeks
GE 500	Orientation to Graduate Studies	1	3
BS 525	Applied Management Theory	3	6
BS 536	Analysis of MIS	3	8
BS 540	Seminar in Marketing Strategies and E-commerce	3	6
BS 560	Quantitative Methods in Business	3	6
BS 351	Economics: Micro and Macro	3	6
BS 545	Current Economic Analysis	3	6
BS 578	Current Issues in Innovation and Technology	3	6
BS 530	Ethics and the Legal Environment	3	6
BS 555	Entrepreneurship and Small Business Mgmt.	3	6
BS 565	International Business and E-commerce	3	6
BS 362	Financial and Managerial Accounting	4	8
BS 570	Advanced Managerial Accounting	3	6
BS 422	Issues in Corporate Finance	3	6
BS 550	Financial Management Practices	2	6
BS 580	Strategic Planning and Research Analysis	3	6
BS 590	Management Consulting	3	6

Note: Some students may need prerequisites for BS 570 (BS 362), BS 560 (BS 314 or MT 122), BS 550 (BS 422), and BS 545 (BS 351).

MASTER OF ARTS IN EDUCATION (K-6) (M.ED.)

Course	Title	Credit Hours	Weeks
GE 500	Orientation to Graduate Studies	1	3
ED 510	Contemporary Issues Involving Diversity in the Classroom	3	6
ED 515	Student Motivation and Behavior	3	6
ED 520	Curriculum Design and Development	3	6
ED 525	Effective Instructional Strategies	3	6

ED 530	Measuring and Evaluating Student Performance	3	6
ED 535	Teacher as Researcher	3	6
ED 540	Issues, Trends, and Practices in Reading	3	6
ED 545	Building Home School Partnerships	3	6
ED 550	Alternative Methods for Delivery of Curriculum	3	6
ED 555	Legal Issues Involving Stakeholders in Education	3	6
ED 560	Master's Project Seminar	3	6

MASTER OF SCIENCE IN MANAGEMENT & LEADERSHIP

Course	Title	Credit Hours	Weeks
GE 501	Orientation to Leadership and Management	1	4
ML 504	Exploring Leadership and Personal Leadership Development	4	8
ML 510	Organizational Behavior	3	6
ML 512	Human Capital Management	3	6
ML 515	Effective Communication, Negotiating, and Conflict Resolution	3	6
ML 518	Ethics and the Legal Environment	3	6
ML 520	Accounting for Planning and Controlling	3	6
ML 525	Managing Financial Resources	3	6
ML 562	Research Methods in Management	3	5
ML 578	Current Issues in Management and Leadership	3	6
ML 540	Marketing Strategies for Managers and Leaders	3	6
ML 542	Strategic Planning	4	8
ML 585	Advanced Entrepreneurship and the Intrapreneurial Spirit	4	8

PROGRAM LISTING FOR UNDERGRADUATE STUDIES (PLUS) COURSES

The PLUS program was developed by Montreat College to assist students in fulfilling their general education and elective credits as they pursue their bachelor degree. PLUS courses provide interesting and convenient course options and include such subjects as psychology, theology, and language courses.

PLUS courses are offered at times convenient for students already in the School of Professional and Adult Studies as well as for community members engaged in full time employment. Courses may be offered on Saturdays or online. All online courses are delivered using Moodle®.

and last six weeks. Students should contact an academic advisor for more information regarding PLUS courses.

BIBLE

*BB 201	Old Testament Theology (may also be used as humanities credit)
*BB 202	New Testament Theology (may also be used as humanities credit)

HISTORY

*HS 212	Historical Issues in Twentieth Century American Business Culture (may also be used as social science credit)

HUMANITIES

*EN 220	Seminar in Creative Prose Writing
*MS 202	Social History of Rock-n-Roll
*MS 203	Popular Music in the U.S.
*MS 204	Red, Hot, and Blue: A Look at American Musical Theater
SP 101	Elementary Spanish

LITERATURE

*EN 251	The Christian World of C. S. Lewis (may also be used as humanities credit)
*EN 252	Shakespeare for Managers (may also be used as humanities credit)

NATURAL SCIENCE

*AT 111	Astronomy I
*AT 112	Astronomy II (does not require AT 111 as a prerequisite)

SOCIAL SCIENCE

*HD 307	Leadership and Group Dynamics
*PY 202	General Psychology

MATH

*MT 103	Introduction to Mathematical Concepts

ELECTIVES

*BS 208	A Random Walk through the Financial Maze (satisfies accounting prerequisite)
*BS 231	Entrepreneurship
*CS 305	Introductory Microsoft Excel (2 credits)
*CS 306	Intermediate Microsoft Excel

All the above courses are three credit hour courses and five weeks in length except for the foreign language course, which is six weeks in length, and the introductory Microsoft Excel course, which is two credit hours and four weeks in length. Online courses are six weeks long.

**Course is also available online.*

DEGREE REQUIREMENTS

GRADUATION REQUIREMENTS FOR ASSOCIATE IN SCIENCE DEGREE

A total of 62 semester hours for the Business concentration or 67 semester hours for the Education concentration are required. Twenty-four (24) semester hours must be earned at Montreat College. The total semester hours must include the following:

Successful completion of the associate degree core with a minimum cumulative grade point average of 2.00 on all course work completed through Montreat College.

Satisfaction of general education and electives requirements as detailed below:

English Composition	6 hours
Literature	3 hours
Bible	6 hours
Math	6 hours
Social Sciences	6 hours
History	6 hours
Includes a minimum of 6 hours of history:	
6 hours of World History	
OR	
3 hours of World History and	
3 hours of U.S. History	
Humanities (minimum of two disciplines)	6 hours
*Choose from:	
the arts, foreign language,	
philosophy, English or Bible	
Natural Science	6 hours
TOTAL General Education	45 hours
**Electives (to include GE 101)	
Business concentration	17 hours
TOTAL Business concentration	62 hours
**Electives (to include GE 101)	
Education concentration	22 hours
TOTAL Education concentration	67 hours

** English and Bible courses for Humanities must be 200-level or above and does not include applied courses (i.e., photography, piano).*
*** Concentrations in Business and Education are offered.*

GENERAL EDUCATION COMPETENCIES

In order to graduate from either the associate or bachelor degree program, students must demonstrate competency in the areas of mathematical computation, oral expression, reading, writing, and computer skills. No credit will be granted for any course in which the student is enrolled or was enrolled and failed to meet the course requirements.

Mathematical Computation Competency may be demonstrated by the following:

a. Earning grade of "C-" or above in a college-level math course, **OR**
b. Passing a math test covering material in any college-level math course; **OR**
c. Earning appropriate CLEP or AP scores.

Oral Expression Competency may be demonstrated by the following:

a. For associate students, earning a grade of "C-" or above in EN 231 Public Speaking and Presentations or equivalent;

OR

b. For bachelor students, earning a grade of "C-" or above in EN 371 Managerial Communications or equivalent;

OR

c. Making three satisfactory oral presentations (minimum of five minutes each) according to the guidelines established by the English department. The form for evaluating oral presentations is available from an academic advisor;
d. Successfully completing the DANTES Public Speaking exam

Oral expression competency may be demonstrated when presentations and/or speeches include the following:

- clarity of thought
- originality of ideas
- organization techniques
- appropriate diction
- critical thinking skills
- supporting strategies
- and effective delivery.

Reading Competency may be demonstrated by the following:

a. Earning a grade of "C-" or above in EN 211 Masterpieces of Literature or equivalent;

OR

b. Earning appropriate CLEP or AP scores.

Writing Competency may be demonstrated by the following:

a. Earning grades of "C-" or above in EN 111 Writing and Research for Adults and EN112 Writing and Literary Analysis or the equivalent;

OR

b. Earning appropriate CLEP or AP scores.

Computer Skills Competency: All students enrolled at Montreat College must demonstrate computer competency prior to completing their core course work. Computer competency may be demonstrated by the following:

a. Earning a grade of "C-" or better in one of the following courses:

associate degree - CS 101, Computer Applications and Concepts or equivalent;
bachelor degree – CS 302, Management Information Systems

OR

b. Successfully completing the computer competency examination.

Computer competency is understood to include the following skills:

- Word Processing: basic formatting and layout skills; inserting footnotes, endnotes, headers, and footers; and integrating pictures and graphs in the text.
- Spreadsheet: organizing data, formatting, basic calculations, and developing charts and graphs.
- Presentation: incorporating text graphs, pictures, and hyperlinks into a presentation.
- Internet: conducting online research and identifying and evaluating credible websites.
- E-Learning: accessing an e-learning program, participating in a discussion group, and posting assignments.
- E-Mail: sending and receiving e-mail, sending attachments, and receiving and accessing attachments.

GRADUATION REQUIREMENTS FOR BACHELOR DEGREE

A total of 126 semester hours to include the following:

Successful completion of the bachelor core curriculum with an earned grade of "C" or better in each course and a minimum of a 2.00 grade point average in courses counted toward the major or the minor field on work completed through Montreat College.

Satisfaction of general education course requirements as detailed below:

English Composition	6 hours
Literature	3 hours
Bible	6 hours
Math	3 hours
Social Sciences	3 hours
History	6 hours
Includes 6 hours of history:	
6 hours of World History	
OR	
3 hours of World History and	
3 hours of U.S. History	
Humanities (minimum of two disciplines)	9 hours
*Choose from:	
the arts, foreign language,	
philosophy, English or Bible	
Natural Science	6 hours
TOTAL General Education	42 hours
Electives	
Business Administration (BBA)	34 hours
Management (BSM)	38 hours
Bachelor core	
Business Administration (BBA)	50 hours
Management (BSM)	46 hours
TOTAL credit hours for Bachelor Degree	126 hours

** English and Bible courses for Humanities must be 200 -level or above and does not include applied courses (i.e., photography, piano).*

Bachelor PreRequisites

BBA – In the BBA core, BS 362 Financial and Managerial Accounting requires a prerequisite of a lower-level accounting course prior to its start. This prerequisite must be met by showing proof of successful completion (minimum grade of "C") on an official transcript submitted to the Registrar's Office from a regionally accredited college or university or by successfully completing BS 206 Principles of Accounting or BS 208 A Random Walk Through the Financial Maze in the PLUS program. In addition to fulfilling the pre-requisite requirements, the above courses will earn three hours of general elective credit.

BSM – In the BSM core, CS 304 Information Systems Technology for Managers requires a prerequisite of a lower-level computer course prior to its start. This prerequisite must be met by showing proof of its successful completion (minimum grade of "C") on an official transcript submitted to the Registrar's Office from a regionally accredited college

or university or by successfully completing CS 101 Computer Applications and Concepts or CS 102 Introduction to Computers. In addition to fulfilling the pre-requisite requirement, the above courses will earn three hours of general elective credit.

If additional general education or elective semester hours are required to reach the 126 hours needed to fulfill requirements, these general education hours may be obtained by the following means:

- Additional Montreat College courses
- Montreat College PLUS courses
- College courses taken at a regionally accredited institution
- Montreat College Prior Learning Assessment credits (electives only)
- Standardized examinations – CLEP or DANTES
- Correspondence and online courses from a regionally accredited institution
- Military credits (electives only)

Additional Requirements:

- All BBA students must take the Major Field Test (MFT) business and institutional comprehensive exam during their next to the last core course. The desired score for the exit exam is a minimum of 150 out of 200 points. (Any student who misses class when the exam is given is responsible for making it up with the next cohort group. Note: The exam will not be given on an individual basis.
- Successful completion of the individual business project course.
- Payment of all tuition and fees.
- A minimum of 44 semester hours of the BBA core and 40 semester hours of the BSM core must be completed through instruction at Montreat College.
- Demonstration of general education competency in mathematical computation, oral expression, reading, writing, and computer skills (refer to Area Knowledge Competencies section of this academic bulletin).

GRADUATION REQUIREMENTS FOR: MASTER OF BUSINESS ADMINISTRATION DEGREE

1. Completion of all undergraduate prerequisites.
2. Completion of all graduate work at Montreat College.
3. Satisfactory scores on the MBA comprehensive examination.

4. A cumulative grade point average of 3.0. If at any time a student receives more than one grade below a "B -," the student will be withdrawn from the program.
5. Completion of graduate course work within five years of the date of admission into the MBA program.
6. Payment of all tuition and fees.
7. Approval of the faculty.
8. Successful completion of a business consulting project. Complete information about the consulting project will be covered in GE 500 Orientation to Graduate Studies. Students should understand that a graduate degree involves substantially more research than an undergraduate degree.

GRADUATION REQUIREMENTS FOR: MASTER OF ARTS IN EDUCATION DEGREE

1. Completion of 34 credit hours of course work while maintaining a 3.0 grade point average
2. Completion of all graduate work at Montreat College.
3. A grade of "B" or better on a comprehensive oral exam.
4. A grade of "B" or better on a capstone project completed during ED 560, Master's Project Seminar, the last course in the program.
5. Completion of graduate course work within five years of the date of admission into the MAEd program.
6. Payment of all tuition and fees.
7. Approval of the faculty.

COURSE DESCRIPTIONS

ASSOCIATE IN SCIENCE CURRICULUM

AR 211 INTRODUCTION TO ART AND MUSIC
A study of the elements and principles of classical and popular music and visual arts, including an examination of their parallels through historical periods. (3 credits, 5 weeks)

BB 101 SURVEY OF THE OLD TESTAMENT
This course introduces the student to the tools and background necessary for understanding, interpreting, and applying the Old Testament to contemporary life. Furthermore, the course prepares the student to discuss intelligently the factual material in the Old Testament and to make clear critical judgments regarding the validity of various interpretations of the Old Testament. (3 credits, 5 weeks)

BB 102 SURVEY OF THE NEW TESTAMENT
An introduction to the tools and background necessary for understanding, interpreting, and applying the New Testament to contemporary life, designed to prepare students to intelligently discuss the factual material in the New Testament and to make clear critical judgments regarding the validity of various interpretations of the New Testament. (3 credits, 5 weeks)

CS 101 COMPUTER APPLICATINS AND CONCEPTS
An introduction to computer hardware and software, with an emphasis on basic applications and concepts. Basic competence with word processing, online learning, and Internet navigation and communication will be acquired. The course includes an introduction to spreadsheets and presentation software. (3 credits, 5 weeks)

EN 111 WRITING AND RESEARCH FOR ADULTS
This course involves studying and practicing those matters of writing that affect readability, including effective style (accuracy, clarity, and conciseness), appropriate punctuation, and correct use of grammar. Students are instructed in prewriting, composing, and rewriting for both personal essays and research papers. (3 credits, 6 weeks)

EN 112 WRITING AND LITERARY ANALYSIS
This course emphasizes the interconnectedness of reading and writing and provides additional practice in the writing process developed in English 111, including collecting information and ideas (through observation, reading, and exchanging thoughts and opinions with others) and planning and developing essays (through drafting, peer exchange, and revision). In addition, students read, reflect, and report

on literature in order to develop and deepen analytical and imaginative thinking, writing abilities, and research skills. (3 credits, 6 weeks)

EN 211 MASTERPIECES OF LITERATURE
Students read and discuss selections from world literature, focusing on themes such as the human relationship to nature, God, others, and self. This course emphasizes the way in which reading, discussing, and writing about literature are foundational to understanding the human condition. While the principles of the writing process as presented in EN 111 and 112 are built upon, writing assignments will require a close reading and analysis of selected plays, poems, and novels. (3 credits, 5 weeks)

EN 231 PUBLIC SPEAKING AND PRESENTATIONS
Instruction in the oral communication of original ideas, with special emphasis on impromptu and extemporaneous speaking styles essential to success in the classroom and workplace. Students receive specific training in the organizational and thinking skills needed to structure informative and persuasive speeches, as well as the performance skills required to effect confident, authoritative presentations. (3 credits, 5 weeks)

ES 111 AN OVERVIEW OF ENVIRONMENTAL STUDIES
An introduction to the broad field of environmental studies, including world views and the nature of scientific inquiry, the relationship between science and religion, earth science, the biological foundations of life, ecology, and resource management and conservation. (3 credits, 5 weeks)

GE 101 ORIENTATION TO ADULT LEARNING
This course is designed to prepare the returning adult student to succeed in the accelerated program format in the School of Professional and Adult Studies. Includes an introduction to the concepts of study groups, personal management, and adult learning as well as the written and oral communications skills needed in the program. (2 credits, 5 weeks)

HD 211 HUMAN GROWTH AND DEVELOPMENT
This course is designed to acquaint students with the miraculous passage through the human life span. Through successful completion of this course, students will be better equipped to understand how they and those with whom they interact have progressed and will continue to progress through the life span. Application objectives and outcomes of this course will, ideally, result in the improvement of health, well-being, livelihood, and relationships. (3 credits, 5 weeks)

HS 111 MAJOR ISSUES IN WORLD CIVILIZATION
A study of the major periods in world history, with primary attention given to western civilization and the western intellectual tradition and their impact on the rest of the world. (3 credits, 5 weeks)

HS 211 EARLY AMERICAN HISTORY
This course examines European expansion and discovery of the North American continent; the British colonization of the Eastern seaboard; the colonial identity shaped by an amalgamation of African, Native American, and European cultures; and the American Revolution as a manifestation of the liberalism that shaped world history in the modern age. Specific attention is given to how Western race and gender prescriptions shaped the social framework of colonial America and underscored the complex interactions among colonial peoples. (3 credits, 5 weeks)

IS 202 MODERN CHRISTIAN/SECULAR WORLDVIEWS
A survey of the development and characteristics of common worldviews, including comparing and contrasting the Christian worldview with popular secular worldviews. (3 credits, 5 weeks)

MT 102 MATHEMATICS FOR MANAGEMENT
An examination of various concepts of basic algebra, which assist in building skills for performing specific mathematical operations and problem solving. Specific applications in accounting, finance, and economics are demonstrated and discussed. (3 credits, 6 weeks)

MT 122 ELEMENTARY STATISTICS
This course is designed to educate students in the development of statistical thinking. Students will acquire the ability to accurately describe and depict data, make reliable inferences from data, and critically assess the reported results of a variety of statistical studies. Students will use scientific calculators to compute measurements used in a variety of statistical methods and tools. Example application areas include business, psychology, medicine, sports, and the sciences. (3 credits, 6 weeks)

PC 111 MATTER AND ENERGY
A survey of the development of the concepts of matter and energy within the disciplines of chemistry and physics, with an emphasis on modern applications to the earth and beyond. (3 credits, 5 weeks)

PE 110 HEALTHFUL LIVING
An overview of the development and maintenance of a healthy lifestyle. Within the context of historical scientific, and scriptural basis for human health, students will conduct a fitness assessment and then research and develop a personal plan for physical wellness. Topics will include disease prevention, cardiovascular and strength training,

weight management, social support, stress reduction, and personal responsibility. (2 credits, 4 weeks)

EDUCATION CONCENTRATION

ED 202 ORIENTATION TO EDUCATION
An introduction to the profession of teaching. Major themes center on teachers, schools, and learners. Various topics will include curriculum, the history of American education, educational philosophy, law, the changing roles of teachers, educational reform, and school organization. (3 credits, 5 weeks)

ED 205 CHILDREN'S BOOKS AND READING
This course provides a beginning level study of various genres of children's literature at the primary level. The focus will be on the importance of literature to children and the teacher's responsibility in developing lessons integrating literature across the curriculum. Teachers learn how to review books in order to make informed decisions about which books to include in their classrooms. Techniques for presenting books to children, including reading to them, choral reading, reading to each other, and more will also be covered. (3 credits, 5 weeks)

ED 213 FIELD BASED EXPERIENCE: ELEMENTARY EDUCATION
This course is tailored to the individual student, providing optimum field experiences. Components include both observation and hands-on classroom experience. The text introduces the topics upon which the field experience will be based. (3 credits, 5 weeks)

ED 246 INTEGRATED ARTS
Integrating the arts across the curriculum will be the focus of this course. Finding ways to include music, drama, art, puppetry, and movement throughout the various disciplines of the curriculum will be emphasized. (3 credits, 5 weeks)

ED 251 MANAGING THE CLASSROOM ENVIRONMENT
The study of creating classroom environments that are orderly and focused on learning. Attention will be given to planning, implementation, monitoring students, and organizing groups. Strategies for working with children of various ages and needs will be emphasized in the context of a biblical worldview. (3 credits, 5 weeks)

BUSINESS CONCENTRATION

BS 101 INTRODUCTION TO BUSINESS
This course provides an overview of the fundamentals of business management. (3 credits, 5 weeks)

BS 103 INTRODUCTION TO ECONOMICS
An introduction to the basic economic concepts of what, how, and for whom to produce scarcity and choice, opportunity cost, price mechanism, competition, monopoly, demand and supply, the concepts of laissez-faire, and government intervention. Also included are macroeconomic issues, such as economic systems, aggregate supply and demand, and international trade. (3 credits, 5 weeks)

BS 206 PRINCIPLES OF ACCOUNTING
A study of basic theory and practice for services and mercantile businesses, including rewarding techniques, statement preparations, and simple financial analysis with a view toward understanding accounting concepts. (3 credits, 5 weeks)

BS 209 PRINCIPLES OF MANAGEMENT
An introduction to management structures, including planning, organizing, leading, and controlling. Management process in for-profit and not-for-profit organizations, both large and small, are examined. Special topics include globalization, quality, competitiveness, teamwork, ethics, and entrepreneurship. (3 credits, 5 weeks)

BS 230 PRINCIPLES OF MARKETING
An introductory study of the marketing process, including the elements of the marketing mix, the product distribution structure, the price system, and promotional activities. The importance of customer orientation is stressed. (3 credits, 5 weeks)

BACHELOR CURRICULUM

BS 309 BUSINESS ETHICS
This course examines business policies and practices as they relate to moral and ethical issues. It raises basic questions on moral reasoning and the morality of economic systems both in the United States of America and internationally. It also examines the impact of governmental regulations on corporate behavior and the ethical relationships between the corporation, its employees, and its customers. (3 credits, 5 weeks)

BS 311 BUSINESS LAW
This course examines, analyzes, and applies the nature, formation, and system of law in the United States to the modern business environment. (3 credits, 5 weeks)

BS 350 ADMINISTRATIVE THEORY AND ORGANIZATIONAL BEHAVIOR
A study of management techniques and leadership and their application to improving managerial effectiveness. The course stresses the importance of wholesome relationships between persons in business and maintaining sound relationships among employer, employee, and customer. (3 credits, 5 weeks)

BS 403 LEADERSHIP AND HUMAN RESOURCE MANAGEMENT
A study of the leadership, technical, and legal issues confronting human resource managers in today's dynamic business environment. Includes an examination of principles and techniques utilized to effectively lead and manage the human resource/personnel staff function in modern business organizations. (3 credits, 5 weeks)

BS 471 INDIVIDUAL BUSINESS PROJECT
(*Prerequisite: Completion of all BBA core courses.*)
An integrative capstone real world learning experience requiring each student to solve a business problem and/or provide a support service to a client organization. Through a preliminary project proposal, the student identifies the enlisted client organization, defines the problem being solved and the services being provided, and establishes the client's desired result. Through a project report and presentation, the student demonstrates achievement of the desired results by application of knowledge and skills acquired throughout the degree program. (3 credits, 5 weeks)

EN 371 MANAGERIAL COMMUNICATIONS
This course aims at improving the speaking, writing, listening, and facilitating skills of students who are, or aspire to be, supervisors and managers. (3 credits, 6 weeks)

GE 322 ORIENTATION FOR ADULT PROGRAM SUCCESS
This course prepares the beginning BBA or BSM student for success and includes a discussion of group dynamics, professional development, and the use of library resources. The course provides the foundation for understanding group theory and its applications to the adult learning module. Students will begin work on a draft of their business/service (BBA) or management (BSM) project proposals as practice for the final report due at the end of the program. Students are also exposed to the availability of library resources and how to effectively utilize them for the purpose of research and writing throughout the program. Written and oral competencies will further

help to prepare students for success in this accelerated program format. (2 credits, 5 weeks)

IS 461 PHILOSOPHY OF FAITH AND LEARNING
A course designed to help students define their personal Christian philosophy of life by integrating faith and learning. Students will be challenged to explore their Christian calling and to consider ways in which they can exert a Christian influence in the world today. (2 credits, 4 weeks)

BUSINESS ADMINISTRATION CONCENTRATION

BS 314 DATA ANALYSIS FOR BUSINESS
This course is designed to educate the undergraduate business student in the ability to work with data and statistical ideas. Students acquire the ability to accurately describe data, to make reliable inferences from data, and to critically assess the reported results of a variety of statistical studies by using various statistical methods and tools to analyze data in diverse example applications. Statistical methods and tools utilized include graphical and numerical data description, sampling techniques, probability distributions, tests of hypotheses, and analysis of variance. Emphasis is placed on understanding the purpose of each procedure, how to perform the procedure using the software tools, and especially how to interpret and apply the results to organizational problems. (3 credits, 6 weeks)

BS 320 INTERNATIONAL BUSINESS
A study of business as practiced in different nations and cultures which examines the influence of difference in the political, competitive, economic, social, legal, and technological environments on the main business functions (marketing, production, and finance) and business effectiveness. Also discussed are problems of international financial instability and exchange rate volatility. Foreign currency hedging problems are examined and solved. (3 credits, 5 weeks)

BS 351 ECONOMICS: MICRO AND MACRO
A survey of microeconomic issues such as price, competition, monopoly, oligopoly, income distribution, international trade, and economic development. The course also includes a survey of macroeconomic issues such as the structure of modern economics, its production, interrelationships, the nature and function of money, monetary and fiscal policy, and public finance. (3 credits, 6 weeks)

BS 362 FINANCIAL & MANAGERIAL ACCOUNTING ISSUES
A survey course of the accounting process, beginning with the procedures for preparing financial accounting records and concluding with the role that accountants play in the decision-making process. Emphasis on identifying, recording, classifying, and interpreting transactions and other events relating to proprietorships, partnerships, corporations, and nonprofit organizations, including the use of that accounting data by managers and accountants to manage the business. (4 credits, 8 weeks)

BS 413 PRODUCTION & OPERATIONS MANAGEMENT
A study of the management of production functions in manufacturing or service environments. Using software applications, students apply quantitative techniques to aid in solving a variety of business decision-making problems. Topics include inventory control, forecasting, decision theory, quality control, and project management. (3 credits, 5 weeks)

BS 422 ISSUES IN CORPORATE FINANCE
This course lays the groundwork for determining the value of the organization by conveying the ideas of cash flow, time value of money, bond and stock valuation, and capital budgeting.
(3 credits, 6 weeks)

BS 437 MARKETING MANAGEMENT
An integrated course in marketing, systematically oriented with emphasis on the marketing mix and the formulation of competitive strategies. Special attention is given to the control function, market analysis, marketing information, and sales forecasting. Case analysis is stressed. (3 credits, 5 weeks)

BS 460 STRATEGIC MANAGEMENT
This course is designed to provide an overview of the strategic management process. Emphasis is placed on developing vision, setting objectives, and crafting strategy to achieve desired results. Also stressed is the importance of analyzing external competitive conditions and the organization's internal capabilities, resources, strengths, and weaknesses in order to gain and sustain a competitive advantage. Approaches to organizational structure, policy, support systems, and leadership required to effectively execute strategy are examined. (3 credits, 6 weeks)

BS 471 INDIVIDUAL BUSINESS PROJECT
This course is an integrative capstone real-world learning experience requiring each student to solve a business problem and/or provide a support service to a client organization. Through a preliminary project proposal, the student identifies the enlisted client organization, defines the problem being solved and the services being provided, and

establishes the client's desired result. Through a project report and presentation, the student demonstrates achievement of the desired results by application of knowledge and skills acquired throughout the degree program (5 weeks 3 credits).

CS 302 MANAGEMENT INFORMATION SYSTEMS
A study of the management and varied use of information systems in business. Through lecture, case study, and hands-on decision-making applications, students are exposed to the variety of critical state-of-the-art business applications enabled by information technology.
(3 credits, 5 weeks)

BUSINESS MANAGEMENT CONCENTRATION

BS 308 SERVANT LEADERSHIP
This course studies the functional, moral, and spiritual aspects of leadership in organizations. Students gain an appreciation of the nature, strengths and weaknesses of servant leadership, and become prepared to develop as a leader according to a personalized leadership plan. (3 credits, 5 weeks)

BS 322 MARKETING FOR MANAGERS
This course covers the principles of marketing that need to be understood by managers in order to develop and utilize effective marketing practices. Concepts of the global economy, including major social, psychological, and political influences, will be explored and their marketing implications considered from a manager's perspective.
(3 credits, 5 weeks)

BS 340 MANAGEMENT CONCEPTS AND ISSUES
This course explores what it means to be a manager: who a manager is, what a manager does, and what a manager is responsible for achieving. This course surveys major concepts and issues involving the interrelated functions of planning and control, organizing, and leadership in 21st-century organizations and, building on this background, challenges students to become better managers. Extensive use of self-assessments as well as descriptive presentations, experiential exercises and analytical case exercises involving group discussion, written examinations, and a group research project enable students to develop their understanding and ability to apply ethical principles of sound practice in the workplace.
(3 credits, 5 weeks)

BS 342 MARKETS AND THE ECONOMIC ENVIRONMENT
This course first introduces the student to the "economic way of thinking," primarily by stressing the notion of cost-benefit analysis and its critical importance to sound decision making. The focus then shifts to a study of the economic environment within which a firm must make its operating and financing decisions. The bulk of the course, therefore, addresses traditional macroeconomic issues with an emphasis on the business cycle and on the nature and effects of monetary and fiscal policies. This study of the economic environment is then extended to the international realm through a discussion of foreign trade and exchange rates. Throughout, the course stresses an intuitive and applied approach to understanding economic relationships. (3 credits, 5 weeks)

BS 355 SMALL BUSINESS MANAGEMENT
This course covers the role of a small business manager as distinct from that of an entrepreneur or that of a large corporate manager. Issues such as human resource management, financial management, marketing and the impact of global business on small firms will be examined. (3 credits, 5 weeks)

BS 356 GLOBALIZATION & INTERCULTURAL UNDERSTANDING
This course examines the role of managers in a global environment. The impact of globalization, culture, and diversity on management styles and techniques will be discussed. (3 credits, 5 weeks)

BS 430 ORGANIZATIONAL STRATEGIC PLANNING
This course provides students with an overview of the strategic management process. Emphasis is placed on developing a vision, setting objectives, crafting a strategic plan, and implementation. The course also stresses the importance of analyzing external competitive conditions and the organization's internal capabilities, resources, strengths, and weaknesses in order to gain and sustain a competitive advantage. Approaches to organizational structure, policy, support systems, and leadership required to effectively execute strategy are all examined. Case studies of real world companies are utilized to reinforce the theoretical concepts learned in the course.
(3 credits, 6 weeks)

BS 475 INDIVIDUAL MANAGEMENT PROJECT
An integrative capstone real-world learning experience requiring each student to solve a management problem and/or provide a support service to a client organization. Through a preliminary project proposal, the student identifies the enlisted client organization, defines the problem being solved and the services being provided, and establishes the client's desired result. Through a project report and presentation, the student demonstrates achievement of the desired

results by application of knowledge and skills acquired throughout the degree program. (3 credits, 5 weeks)

CS 304 INFORMATION SYSTEMS TECHNOLOGY FOR MANAGERS

(Prerequisite: CS 101, Computer Applications and Concepts)
A thorough overview of information systems technology for management. Through lecture, case study, internet exploration and hands-on applications, students examine a wide variety of critical uses of information technology by management. (3 credits, 5 weeks)

HUMAN RESOURCES CONCENTRATION or CERTIFICATE

HR 403 LEADERSHIP AND HUMAN RESOURCE MANAGEMENT
A study of the leadership, technical, and legal issues confronting human resource managers in today's dynamic business environment. Includes an examination of principles and techniques utilized to effectively lead and manage the human resource/personnel staff function in modern business organizations. (3 credits, 5 weeks)

HR 404 LEGAL ISSUES AND LABOR RELATIONS
This course focuses on the complex legal issues facing HR mangers. Topics include labor and employee relations, discrimination and harassment charges, hiring and termination regulations, discipline, conflict resolution and current legal issues. (3 credits, 5 weeks)

HR 405 STAFFING, SELECTION AND TRAING
This course provides the tools for recruiting, interviewing and integrating and training new employees as well as providing employment guidance to the internal staff. Other topics will include the legal parameters of staffing, the role of HRM in strategic management planning and discerning training needs in the organization. (3 credits, 5 weeks)

HR 406 ASSESSMENT METHODS: SALARY, BENEFITS AND EVALUATION METHODS
This course is designed to provide an overview of the various compensation strategies and evaluation methods for all levels of employees. Special attention is given to coordinating assessment methods with organizational strategy. Topics include incentive programs, executive compensation, job evaluation diagrams, employee review and legal requirements. (3 credits, 5 weeks)

HR 407 EMPLOYEE DEVELOPMENT AND MOTIVATION
This course provides the human resource professional the tools to become a strategic manager for the organization. The course shall emphasize employee needs analysis, development and HRM plan execution. Various motivational theories and techniques will be explored along with the newest developments in effective training technologies and methodologies. (3 credits, 5 weeks)

HR 408 EMPLOYEE LABOR RELATIONS, SAFETY AND HEALTH
This course is designed to understand nuances of effective labor relations. Additionally, the course covers the latest in safety regulations, the benefits or ergonomics and the benefits of providing and maintaining a physically and mentally healthy workforce. (3 credits, 5 weeks)

MASTER OF BUSINESS ADMINISTRATION CURRICULUM

BS 351 ECONOMICS, MICRO AND MACRO
(Prerequisite for BS 545 Current Economic Analysis)
A survey of microeconomic issues such as price, competition, monopoly, oligopoly, income distribution, international trade, and economic development. The course also includes a survey of macroeconomic issues, such as the structure of modern economics, its production, interrelationships, the nature and function of money, monetary and fiscal policy, and public finance. (3 credits, 6 weeks)

BS 362 FINANCIAL AND MANAGERIAL ACCOUNTING
(Prerequisite for BS 570 Advanced Managerial Accounting)
A survey course of the accounting process, beginning with the procedures for preparing financial accounting records and concluding with the role that accountants play in the decision-making process. Emphasis on identifying, recording, classifying, and interpreting transactions and other events relating to proprietorships, partnerships, corporations, and nonprofit organizations, including the use of that accounting data by managers and accountants to manage the business. (4 credits, 8 weeks)

BS 422 ISSUES IN CORPORATE FINANCE
(Prerequisite for BS 550 Financial Management Practices)
This course lays the groundwork for determining the value of the organization by conveying the ideas of cash flow, time value of money, bond and stock valuation, and capital budgeting.
(3 credits, 6 weeks)

BS 525 APPLIED MANAGEMENT THEORY
This course is designed to provide knowledge of the functional areas of management within a business organization. Factors affecting the management process are examined in detail and current and future issues facing managers in the twenty-first century are explored with an emphasis on technological implications facing management in the global business community. (3 credits, 6 weeks)

BS 530 ETHICS AND THE LEGAL ENVIRONMENT
A survey of ethical issues facing management in complex global business situations. Ethical questions are addressed in a case study method, with alternative approaches and solutions analyzed and evaluated. Traditional ethical theories are studied and applied to contemporary business decisions. Students are encouraged to adopt a "stakeholder approach" that considers the broad ramifications of business actions. Corporate codes of conduct and methods of communicating and enforcing ethical expectations are covered.
(3 credits, 6 weeks)

BS 536 ANALYSIS OF MANAGEMENT INFORMATION SYSTEMS (MIS)
This course is designed to thoroughly educate the graduate student in business with the significant role that information systems play as tools used to improve organizational productivity and profitability. Operational, decision-making, and strategic uses of IT are examined.
(3 credits, 8 weeks)

BS 540 SEMINAR IN MARKETING STRATEGIES AND E-COMMERCE
This course is an integrated approach to planning and implementing marketing strategies and tactics from a management perspective with an emphasis on the marketing policies necessary for success in the global business community. Also examined are concepts, processes, and decisions associated with marketing through the Internet, with an emphasis on profitability. (3 credits, 6 weeks)

BS 545 CURRENT ECONOMIC ANALYSIS
(*Prerequisite: BS 351 Economics: Theory, Concepts, and Issues of Micro and Macro or the equivalent)*
This course is designed to help students apply economic analysis in practical management decision-making situations. An effort has been made to minimize the use of advanced math and statistics, while still allowing the student to use graphical analysis, statistical concepts, and results of statistical analysis to solve managerial problems.
(3 credits, 6 weeks)

BS 550 FINANCIAL MANAGEMENT PRACTICES
(*Prerequisite: BS 422 Issues in Corporate Finance or the equivalent)*

The course is designed to provide students with financial decision-making skills by examining in detail the relationships between financial markets and institutions. Issues related to liquidity, risk management, receivables, payables, cash flow, and capital budgeting are explored. Selected topics in capital valuations, mergers, takeovers, and reorganizations are evaluated. (3 credits, 6 weeks)

BS 555 ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT

This course is designed to prepare students for the challenges of running a small business or being an entrepreneur. Students are exposed to planning, organizing, and operating a small business or a new venture. Topics include operations, financial planning and e-business. (3 credits, 6 weeks)

BS 560 QUANTITATIVE METHODS IN BUSINESS

(Prerequisite: BS 314 Data Analysis for Business)

This course is designed to provide the graduate student in business with the skills to apply the techniques of quantitative analysis to various types of organizational decision-making situations.
(3 credits, 6 weeks)

BS 565 INTERNATIONAL BUSINESS AND E-COMMERCE

This course is designed to provide information related to global business strategies and e-commerce from a multinational perspective. Included are such topics as exporting, licensing, joint ventures, strategic alliances, counter trading, foreign subsidiaries, and transplant manufacturing facilities as well as the impact of foreign exchange, balance of trade, and international monetary systems.
(3 credits, 6 weeks)

BS 570 ADVANCED MANAGERIAL ACCOUNTING

(Prerequisite: BS 362 Financial and Managerial Accounting or the equivalent)

This course examines accounting information from a managerial perspective. Accounting procedures and practices, which include cost/volume/profit analysis, capital expenditure planning, and financial and capital budgeting, as well as project planning and control will be examined. Practical application will be the main focus of study. Use of spreadsheet applications will be encouraged. (3 credits, 6 weeks)

BS 578 CURRENT ISSUES IN INNOVATION AND TECHNOLOGY

An exploration of current issues and trends in the management of the postmodern business organization, including developments in areas such as entrepreneurship, organizational learning, quality, business processes, and the management of intellectual capital.
(3 credits, 6 weeks)

BS 580 STRATEGIC PLANNING
This course is designed to integrate the functional areas of business and provide planning skills necessary for improving market share for immediate and future profitability. The strategic planning process is evaluated with emphasis on environmental, social, legal, and market dynamics. Case studies will be utilized, and empirical research will be presented to the class. (3 credits, 6 weeks)

BS 590 MANAGEMENT CONSULTING
(Prerequisite: Completion of all other MBA course work.)
An integrative capstone real-world learning experience in management consulting, taken in a joint effort with the regional North Carolina Small Business Technology Development Centers (SBTDC) in Charlotte and Asheville. Students are required to apply knowledge and skills acquired during the program to the business problems of a real-world organization. (3 credits, 6 weeks)

GE 500 ORIENTATION TO GRADUATE STUDIES
This course is designed to help students understand the nature of graduate studies at Montreat College. Course content will focus on team building and the Christ-centered mission of the college. The relationship among faith and learning, ethical theory, normative ethics, and stewardship will be examined and explored from a historical and biblical perspective. (1 credit, 3 weeks)

MASTER OF ARTS IN EDUCATION (K-6) CURRICULUM

ED 510 CONTEMPORARY ISSUES INVOLVING DIVERSITY IN THE CLASSROM
Investigates the variances found in schools today including differences in the ways students learn and approach the act of learning; the effects of cultural differences on learning; students of high ability; ADD, ADHD, and other exceptionalities. Includes assessment plans, interview techniques, and curriculum design.
(3 credits, 6 weeks)

ED 515 STUDENT MOTIVATION AND BEHAVIOR
Reviews current research and best practice in the areas of educational psychology, student motivation, brain research, multiple intelligences, learning styles, and classroom management. Includes a review of developmental psychology concepts necessary to understanding children. (3 credits, 6 weeks)

ED 520 CURRICULUM DESIGN AND DEVELOPMENT
Examines issues and problems of planning for teaching and consideration of practical and theoretical aspects of curriculum. Reviews current professional organizational and governmental curriculum standards, state and local curriculum frameworks, including state-testing instruments. Provides guidance in developing objectives, assessments, and strategies in working with a variety of student populations in the inclusive classroom. (3 credits, 6 weeks)

ED 525 EFFECTIVE INSTRUCTIONAL STRATEGIES
Emphasizes instructional methodology, integrated thematic unit planning in such areas as science and social studies and inductive approaches to learning. Develops strategies for making effective instructional decision, diagnosing needs, incorporating technology into the curriculum, and selecting appropriate instructional objectives. Presents specific methods (such as reading in the content areas) and philosophies relative to grades K-6. Requires students to research the effectiveness of technology integration and present findings using multimedia presentations tools. (3 credits, 6 weeks)

ED 530 MEASURING AND EVALUATING STUDENT PERFORMANCE
Analyzes assessment and evaluation theory based on developmental criteria from cognitive, social, language, motor, and affective domains. Uses strategies for analyzing both group performance and individual needs using authentic and ecological measures. Applies theoretical foundations for evaluation to a practical experience at the kindergarten through grade six school level. (3 credits, 6 weeks)

ED 535 TEACHER AS RESEARCHER
Reviews current best practice methods as indicated by meta-research. Also reviews data related to student achievement both local and beyond. Provides direction on how to use teacher-developed data to improve students' learning. Provides a framework for the teacher to used data as a basis for professional reflection. (3 credits, 6 weeks)

ED 540 ISSUES, TRENDS, AND PRACTICES IN READING
Presents the latest research, practices, interpretation, methods, materials, and strategies in teaching the language arts.
(3 credits, 6 weeks)

ED 545 BUILDING HOME-SCHOOL PARTNERSHIPS
Examines the interrelationship of a child's life in family, school, and community. Studies the role of the family in American society and the effects of various aspects of institutions (political, cultural, social) on a child. Includes strategies for developing community among students, parents, schools, and neighborhood resources. (3 credits, 6 weeks)

ED 550 ALTERNATIVE METHODS FOR DELIVERY OF CURRICULUM

Researches projected trends in evolving uses of technology in future curriculum delivery systems. Includes areas such as compressed video, audio graphics, web delivered instruction, satellite delivered instruction, desktop interactive video, telecourses. Provides hands-on experiences in each of the areas and literature related to the validity of each presentation. (3 credits, 6 weeks)

ED 555 LEGAL ISSUES INVOLVING STAKEHOLDERS IN EDUCATION

Surveys the legal issues evolving in the education profession including constitutional rights of students and teachers, student discipline, special education, teacher liability, tenure, dismissal, and employment discrimination. Presents case studies to which students respond. (3credits, 6 weeks)

ED 560 MASTER'S PROJECT SEMINAR

Offers guidance as the student prepares a defining product related to a current educational issue of the student's choice and a presentation of the findings to the class. The general scope and requirements for the project will be given out at the orientation session.
(3 credits, 6 weeks)

GE 505 ORIENTATION TO GRADUATE STUDIES

Orients students to the nature of graduate studies at Montreat College. Focuses on team building and the Christ-centered mission of the college. Examines the relationship between faith and learning, ethical theory, normative ethics, and stewardship from a historical and biblical perspective. (1 credit, 3 weeks)

MASTER OF SCIENCE IN MANAGEMENT AND LEADERSHIP

GE 501 ORIENTATION TO LEADERSHIP & MANAGMENT

Introduces the student to graduate studies and the Christ-centered mission of the college. Topics covered include the relationship between faith and learning, the skills of self-management, working in multiple study teams to increase learning, and other related academic topics for successful completion of a graduate degree. (1 credit, 4 weeks)

ML 504 EXPLORING LEADERSHIP AND PERSONAL LEADERSHIP DEVELOPMENT

This course explores leadership traits, styles, roles, and responsibilities of successful leaders over time: from Jesus to Jack Welch. This course seeks to determine the students' individual strengths and develop their weaknesses. This course will challenge the students with case study analysis and real world application. (4 credits, 8 weeks)

ML 510 ORGANIZATION BEHAVIOR

Drawn from the behavioral and social sciences, this course examines leadership theories and management issues. Students examine leadership behaviors, business relationships, personnel assessment, cultural diversity, organizational stresses, team and group dynamics and other organizational issues influencing management decisions. (3 credits, 6 weeks)

ML 512 HUMAN CAPITAL MANAGEMENT

This course explores the critical issues in human resources strategy, leading the organization's most important assets and developing and keeping people. The students will research diversity training programs, best methods for identifying and developing leaders, optimizing organizational performance and compensation programs for effectiveness. (3 credits, 6 weeks)

ML 515 EFFECTIVE COMMUNICATION, NEGOTIATIING AND CONFLICT RESOLUTION

This course surveys the latest theories, models, research, and best practices related to effective communication, conflict resolution and negotiating. Communication within organizations, between individuals, and out to the public are explored thorough interpersonal skills and maximizing the telecommunication mediums that are used formally and informally. (3 credits, 6 weeks)

ML 518 ETHICS AND THE LEGAL ENVIRONMENT

A survey of ethical issues facing management in complex global business situations is explored. Ethical questions are addressed in a case study method, with alternative approaches and solutions analyzed and evaluated. Traditional ethical theories are studied and applied to contemporary business decisions. Corporate codes of conduct and methods of communicating and enforcing ethical expectations are covered. (3 credits, 6 weeks)

ML 520 ACCOUNTING FOR PLANNING AND CONTROLLING

This course seeks to provide students with an understanding of accounting and business transactions, the resulting economics of such transactions, and how these transactions result in financial information that is used in the decision-making process. Central to this course is a

"critical thinking" approach to the understanding of financial reporting for the purpose of planning business activities and controlling the resources of the business. (3 credits, 6 weeks)

ML 525 MANAGING FINANCIAL RESOURCES
This course seeks to build the intuition, insights, and skills necessary for managers to make informed financial decisions in a complex global environment. Emphasis is placed on the identification, valuation, and management of cash flow. Topics include financial statement analysis, time value of money, asset valuation, hedging, lease financing, bankruptcy, reorganization, mergers, and multinational financial management issues. (3 credits, 6 weeks)

ML 540 MARKETING STRATEGIES FOR MANAGERS AND LEADERS
This course is an integrated approach to planning and implementing marketing strategies and tactics from a management perspective with an emphasis on the marketing policies necessary for success in the global business community. Also examined are concepts, processes, and decisions associated with marketing through the Internet, with an emphasis on profitability. (3 credits, 6 weeks)

ML 542 STRATEGIC PLANNING
This course is designed to integrate the functional areas of an organization, examine the external and internal environments in which they operate and provide planning skills necessary for setting a competitive strategy. The strategic plan is studied as a proactive and reactive process and students have the opportunity to conduct empirical research and develop a plan for business, non-profits or community involvement activities/events. (4 credits, 8 weeks)

ML 562 RESEARCH METHODS IN MANAGEMENT
This course provides a systematic approach to analysis, demonstrating to students the importance of a scientific approach to business research and problem-solving. The students will have the opportunity to identify problem, choose a research method, collect, analyze, present the data and develop convincing argument for the recommended course of action. (3 credits, 6 weeks)

ML 578 CURRENT ISSUES IN MANAGEMENT AND LEADERSHIP
An exploration of current issues and trends in the management that effect organization in the postmodern business; this includes developments in areas such as entrepreneurship, organization learning, quality, intellectual capital, innovation, venture capitalist, investments and all other topics that are relevant during the course time. Course design emphasizes developing critical thinking skills and professional communication. (3 credits, 6 weeks)

ML 585 ADVANCED ENTREPRENEURSHIP AND THE INTRAPRENEURIAL SPIRIT

This is a capstone course designed to integrate all courses. Students will develop a business plan for a real entrepreneurial venture **or** design an intrapreneurial solution to a current leadership issue or community plan. This course prepares the student for the challenges of running a small business or being a leader in an organization or major project. Students are exposed to planning, organizing, and operating a business and incorporating the skills developed as an individual, working with others, the open organizational system and developing a competitive advantage in this final project. (4 credits, 8 weeks)

PLUS COURSES

AT 111 ASTRONOMY I

A study of the appearance of the sky, the sun, the moon; the theory of solar system formation and the resolution of conflicts between science and the Bible. (3 credits)

AT 112 ASTRONOMY II

This course will explore the means by which we learn about stars and galaxies. Stellar and galactic life cycles and the origin and structure of the universe will be considered. (3 credits)

BB 201 OLD TESTAMENT THEOLOGY

An in-depth study of Old Testament themes with a view to their relevance for Christian theology, worship, and ethics. These include: God's self-revelation, creation, covenant/kingdom, fall, law, worship, prophecy, and hope. The course will include an introduction to proper exegetical, hermeneutical, and theological method. (3 credits)

BB 202 NEW TESTAMENT THEOLOGY

This course introduces the major themes of New Testament theology and their specific relevance for Christian theology, worship, and ethics. These include: the Kingdom of God, justification, sanctification, Pauline theology, etc. (3 credits)

BS 208 A RANDOM WALK THROUGH THE FINANCIAL MAZE

This course is an overview of the rudimentary elements of financial, managerial, and cost accounting. It also covers the basics of corporate and personal finance with some emphasis on the ethics of financial management. Topics such as the double entry system, inventory

management (FIFO, LIFO, etc.), analysis of financial statements, personal and corporate money management among other things will be discussed. (3 credits)

BS 231 ENTREPRENEURSHIP
Introduces participants to a step-by-step process of starting a new venture. It examines the prerequisites for a successful small business, the personality of the entrepreneur, the costs and benefits of owning a small business, forms of business, preparing a business plan, and sources of finance. (3 credits)

CS 305 MICROSOFT EXCEL INTRODUCTORY
This course uses excel to create basic spreadsheet applications containing formulas with absolute and relative cell addressing, built-in functions, charts, and drawing objects. This course covers the following Excel skills: creating and editing worksheets containing data and formulas, managing workbooks and files, modifying worksheets through copy and paste, drag and drop, Auto fill, and inserting and deleting rows and columns, and formatting and printing worksheets to enhance worksheet appearance and customize print output. The course is conducted using a case-based, "problem solving" approach emphasizing the What, Why, and How of the above Excel application skills. (2 credits)

CS 306 MICROSOFT EXCEL INTERMEDIATE
This course covers the following skills: *using date & time, financial, and logical functions in decision-making applications; *organizing, manipulating and consolidating data in large worksheets and multiple worksheet applications; *creating, sorting, and filtering worksheet lists; *analyzing decision alternatives using Pivot Tables, data tables, goal seeking, solver and scenario manager; *using lookup and reference functions; *importing and exporting data; *developing workbook applications including workbook sharing, conditional formatting, data validation and macro automation. This class is a prerequisite of CS 305 or equivalent. (3 credits)

EN 220 SEMINAR IN CREATIVE PROSE WRITING
This course is a workshop-based course in essay and creative writing from the study of short stories. Discussion of short stories will guide writers in their choice of essay topics and in the creation of their own stories. (3 credits)

EN 251 THE CHRISTIAN WORLD OF C. S. LEWIS
A study of C. S. Lewis' important, imaginative, and analytical works reflecting his Christian world view. As one of the century's most prolific and influential Christian writers, Lewis' work is a treasure trove for those seeking to learn how to think deeply about Christianity. His clear, lucid writing is especially helpful when he addresses complex

issues, and his use of illustrations by way of analogy frequently sheds light on previously dark and thorny issues. Students will read and discuss his popular works focusing on his Christian world view, write a series of short essays in which they engage Lewis' ideas and evaluate their merits and work together to present a final group research project. (3 credits)

EN 252 SHAKESPEARE: MODELS IN LEADERSHIP
This course is a study of leadership as reflected in the works of William Shakespeare. This course will explore various models of leadership as illustrated in several of Shakespeare's plays with an eye toward applying his insights to contemporary business environments. (3 credits)

HD 307 LEADERSHIP & GROUP DYNAMICS
A study of leadership and group behavior as viewed through experiential group processes, individual interaction, and theory. Content includes the theory and practice of group dynamics and the fundamentals of effective leadership. Particular emphasis will be placed on working towards a general theory of leadership and discovering its applications in a group setting. (3 credits)

HS 112 WESTERN INTELLECTUAL TRADITION
From Leonardo to Hegel. This course is a study of the development of ideas from the Renaissance to the opening of the nineteenth century. Essentially, the course is a history of the life of ideas, and as such necessarily it is an intellectual history covering a period of four centuries, during which the world transformed from medieval to modern. Special focus is given to invention; to inductive scientific method; to political, social, and religious ideas; and to the ideas of a selective few individuals who most contributed to this transformation of society into secularized states. (3 credits)

HS 212 HISTORICAL ISSUES IN 20TH CENTURY AMERICAN BUSINESS CULTURE
This course is a brief survey of the major economic and social issues in the United States between the late nineteenth century and the turn of the twenty-first century as background for understanding the evolution of trends in big business. Issues treated will include: the rise of big business, labor organization, progressive reform, women's movement, the Great Depression, socialism, social class struggles, and the conflict between Laissez faire and Welfare State economics. (3 credits)

MS 202 A SOCIAL HISTORY OF ROCK AND ROLL
This course explores the development of the rock-and-roll phenomenon from its roots in rhythm and blues, jazz and swing and country western music to its maturity and popularity in the latter part of

the twentieth century. Carious genres that have been viewed as "sub categories" or rock-and-roll are defined and examined. A study of influential and popular rock-and-roll musicians, their lives, and their music are included. The course also examines the social and political forces that spawned and nourished this influential genre of music, and also analyzed the effect that rock-and-roll has had on society. Christian principles in relation to participation in rock-and-roll will also be discussed as well as how rock-and-roll has affected the Christian community. (3 credits)

MS 203 POPULAR MUSIC IN THE U.S.
From the music of Stephen Foster and Civil War ballads and bands to Blues, Bluegrass, Jive and Jazz, Wiley Hitchcock's classic text Music in the U.S. guides us as we study, listen, and attend live performances. Then hear guest lecturers from folk and jazz artists and country-western songwriters from Nashville, Tennessee. Everything you always wanted to know about popular music in our country...but were afraid to listen to. (3 credits)

MS 204 RED, HOT, & BLUE: A LOOK AT AMERICAN MUSICAL THEATER
This course covers the history and development of American musical theater from 1927 to 1997 and also the creation and production of a musical. Scripts and scores, audio and video recordings, and when possible, live performances and/or rehearsals will supplement text materials.

MT 103 INTRODUCTION TO MATHEMATICAL CONCEPTS
This course is a brief but comprehensive introduction to mathematics. The student will be primarily encouraged to develop mathematical thinking skills, and to understand their uses especially in science and business. This course does contain algebra, trigonometry, calculus, and business math components. After completion, students should have a good conceptual understanding of many fields in mathematics, and be sufficiently skilled to understand how mathematical problems can be approached and solved. (3 credits)

PY 202 GENERAL PSYCHOLOGY
This course is a basic survey of the discipline of psychology: the science of behavior and mental processes. We will examine the physiological, intellectual, emotional, and social aspects of human behavior and look at the applications of psychological theory and research to daily living. (3 credits)

SP 101 ELEMENTARY SPANISH
This course is for those who have had less than two years of high school Spanish. Emphasis is upon fundamentals of grammar, vocabulary, composition, pronunciation, and conversation. (3 credits)

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Melinda Steaveson ..... Enrollment Support
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Deborah Wright ..... Vice President of Adult Studies

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School of Professional and Adult Studies

Adams, Nolan (Scott) ..... Business, Computer Science
B.A., Montreat College
M.B.A., Baker College

Allen, Kara ..... Arts
B.A., Old Dominion University
M.F.A., Virginia Commonwealth University

Anderson, Hicks ..... Business
B.B.A., University of Mississippi
M.B.A., University of Mississippi

Barron, Sue ..... English
B.A., Mars Hill College
M.A., Western Carolina University

Boer, Robert G. ..... Arts
B.C.S., Redeemer College
M.M., Drake University
D.M.A., University of Iowa

Boggs, Brady ..... Business
B.S., Georgia Institute of Technology
M.S., Florida State University
M.A., Florida State University
Ph.D., Regent University

Braboy, Beth ..... Education
B.S., M.A., Ed.D, University of Central Florida
M.A., University of Central Florida
Ed.D, University of Central Florida

Brandon, Cecil ..... Business
B.S., University of Alabama
M.B.A., Keller Graduate School

Buckner, Shanna ..... Education
B.A., Mars Hill College
M.A., Western Carolina University

Busby, Walter (Buzz) ..... Business Law
B.S., Louisiana State University
J.D.Law, Louisiana State University

Carlin, Eve ..... Business Law
B.A., St. Clairs College
M.A., Marist College
J.D. Law, Hofstra University

Cellamare, Alan ..... Business
B.A., University of South Florida
M.B.A., Seattle University
M.Div., Gordon Conwell
D.Min., Gordon Conwell

Chuprevich, Robert ..... Bible, Business
B.S., Bryant College
M.S., Western Carolina University
D.Min., Erskine Theological Seminary

Clark, David ..... Science
B.S., Illinois State University
M.S., Illinois Wesleyan University
Ph.D., Illinois State University
National Board Certified - Physics

Cook, Fran ..... Business
B.S., University of Baltimore
M.B.A., Belmont College
Ph.D., Argosy University

Corbitt, Chris ..... Science
B.A., North Carolina State University
M.S., East Carolina University

Corbitt, Lisa ..... Science
B.S., North Carolina State University
M.S., East Carolina University

Crawley, William (Doug) ..... Arts
B.A., Indiana University
M. M., Southern Baptist Theological Seminary
D.M.A., Southern Baptist Theological Seminary

Curtis, Linda ..... Psychology
B.S., Bolling Green University
M.A., Colorado Christian University
M.A., Western Carolina University

Cuthbertson, Lloyd ..... Business
B.A., Appalachian State University
M.A., Appalachian State University
Ed.D., University of North Carolina

Davis, Gary ..... Business
B.S., University of North Carolina
M.A., Western Carolina University
M.S., Western Carolina University

Davis, Lloyd ..... Math
B.A., Miami University
M.A., Miami University (Ohio)

Diehl, Sue ..... Reference Librarian
B.S., University of Tennessee
M.S., University of Tennessee

Dreisbach, Priscilla ..... English
B.S., Geneva College
B.S., Bob Jones University
M.A., Western Carolina University

Dunlap, Linda ..... Education
B.A., Glenville State College
M.A., West Virginia University
Ed.D., West Virginia University

Elniff, Terry ..... Business, History
B.S., John Brown University
M.A., Western Carolina University
M.B.A., Western Carolina University

Evivie, Loretta ..... Business
B.S., Ahmadu Bello University, Nigeria
M.B.A., University of Maryland

Fapetu, Abiola (Abby) ..... Business
Higher National Certificate, North London University
M.B.A., United States International University
D.B.A., United States International University

Frazier, Jane ..... Bible and Religion
B.A., Agnes Scott College
M.T.S., Gordon-Conwell Theological Seminary
M.Ed., Covenant College

Gaylor, Ruth ..... Education
B.S., Indiana Wesleyan University
M.A., Ball State University

Gibbs, Mark ..... Bible and Religion
B.A., Montreat College
M.A., Gordon –Conwell University
Ph.D., University of Wales – Lampeter

Goodson, Laura ..... English
B.A., Oberlin College & Queens College
M.A., University of North Carolina, Charlotte

Gorman, Clint ..... Business
B.A., Montreat College
M.A., Montreat College

Gorman, Kevin ..... Business
B.S., University of Massachusetts
M.A., California State University
Ph.D., Texas A & M University

Graham, Angela ..... Business
B.S., University of North Carolina, Asheville
M.B.A., Western Carolina University

Gray, Richardson ..... English
B.A., Malone College
M.A., Ohio University
Ph.D., Ohio University

Hall, Robert ..... History
B.A., Greenville College
M.Ed., Florida-Atlantic University
M.A., University of North Carolina

Hankins, Laura ..... Education
B.A., Wheaton College
M.Ed., Covenant College

Harding, John ..... Arts
B.M., Oberlin College
M.M., The Catholic University of America
D.M.A., University of Miami

Heath, Jeanne ..... Math
B.S., University of Florida
M.Ed., University of Florida

Holt-Watson, Roxanne ..... Arts
B.M., State University College
M.M., Indiana University
D.M.A., University of North Carolina

Horning, Anthony ..... Education
B. A., University of South Florida
M.Ed., University of South Florida
Ph.D., Kennedy-Western

Howard, Jack ..... Math and Science
B.S., Kings College
M.B.A., Queens College
M.S., University of West Sydney

Howell, Cynthia ..... English
B.A., Baylor University
M.A., Vanderbilt University
Ph.D., University of Kentucky

Howell, Timothy ..... Bible and Religion
B.A., Tennessee Temple University
M.Div., Temple Theological Seminary

Huddleston-Edwards, Sandra ..... English
B.A., University of North Carolina, Charlotte
M.A., University of North Carolina, Charlotte
Jones, June ..... Business
B.S., Gardner-Webb College
M.B.A., Winthrop University
King, Don ..... English
B.A., Virginia Polytechnic Institute & State University
M.A., Southern Illinois University
Ph.D., University of North Carolina
Kiser, Margie ..... English
B.A., University of North Carolina-Asheville
M.A., Western Carolina University
Klipowicz, Steven ..... Bible
B.A., University of Illinois
M.Div., Trinity Evangelical Divinity School
Ed.D., University of Illinois
Konarski-Fusetti, Monica ..... English
B.A., East Carolina University
M.A., East Carolina University
Kreitzer, Mark ..... Bible
B.A., Biola College
M.Div., Talbort Theological Seminary
D.M., Reformed Theological Seminary
Ph.D., Reformed Theological Seminary
Kuralt, Kristen ..... Math
B.S., Appalachian State University
M.A., Appalachian State University
Langford, Jeri ..... Business
B.S., Florida Atlantic University
M.B.A., Pfeiffer University
D.B.A.., Argosy University
Lindner, Jr., William L. ..... Bible
B.A., Davidson College
M.Div., Fuller Theological Seminary
D.Min., Gordon-Conwell Theological Seminary
Litchfield, Gary ..... Bible
B.A., Graham Bible College
M.Div., Reformed Theological Seminary
Loelius, William ..... Business
B.B.A., Montreat College
M.B.A., Montreat College
Lonon, Deborah ..... English
B.A., Adrian College
M.A., University of North Carolina
Mathis, Ted ..... Psychology
B.A., Mars Hill College
M.A., Appalachian State University
Mazzatenta, Ernie ..... Communication
B.A., Kent State University
M.S., Northwestern University

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B.S., University of Brazzaville
M.A., University of Paris VII, France
M.A., University of Paris IX, France
Ph.D., University of Paris X, France

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B.S., Duquesne University
M.S., University of West Florida
D.B.A., NOVA Southeastern University

McGlade, Kristine ..... Business
B.B.A., Montreat College
M.Ed., University of North Carolina

McLean, Lawrence ..... Business
B.A.., Duke University
M.B.A., University of Chicago
Ph.D., Syracuse University

McMurtry, Tom ..... Computer Science
B.A., Montreat College
M.S., Nova Southeastern University

Mitchell, Grace ..... English
B.A., Transylvania University
M.A., University of North Carolina, Chapel Hill
Ph.D., University of Kentucky

Mosely, Jackie ..... Business
B.S., Winthrop University
M.B.A., Winthrop University

Motley, Mary ..... History
B.S., Presbyterian College
M.Ed., University of South Carolina
M.A., University of North Carolina

Murray, Peter ..... Business
B.A., University of Notre Dame
M.B.A., University of Pennsylvania – Wharton School

Negron, Charles ..... Business
B.B.A., University of Puerto Rico
M.B.A., Houston Baptist University

Neil, Bob ..... Arts
B.A., Carson-Newman College
M.S.M., Southern Baptist Theological Seminary
Ed.D., New Orleans Baptist Theological Seminary

Neil, Mark ..... Business
B.S., Montreat College
M.B.A., Montreat College

Njoku, Matthew ..... Business
B.S., State University of New York Binghamton
M.B.A., State University of New York Binghamton

Oakes, John ..... Business
B.S., Western Carolina University
M.B.A., Western Carolina University

Owolabi, Isaac ..... Business
B.S., University of Wisconsin-Stout
M.S., University of Wisconsin-Stout
Ph.D., University of Minnesota

Poole, Ritta ..... Business
B.B.A., Montreat College
M.B.A., Montreat College

Priddy, Carroll ..... Business
B.A., Mars Hill College
M.S., Western Carolina University

Rajagopal, Sanjay ..... Business
B.A., University of Delhi
M.A., Jawaharlal Nehru University
M.B.A., Western Carolina University
D.B.A., Mississippi State University

Rayment, Lauren ..... Psychology
B.A., Montreat College
M.A., Liberty University

Robinson, Spencer ..... Business
B.S., Georgia Institute of Technology
B.S., Jacksonville University
M.S., University of Alabama - Birmingham

Russell, Donald ..... Business, Math
B.S., The Clemson Agricultural College
M.S., The Clemson Agricultural College
Ph.D., The Clemson Agricultural College

Sackey, Fred ..... Business
B.A., Montreat College
M.B.A., Montreat College

Sanders, Carolyn ..... Education
B.A., Florida State University
M.Ed., Georgia State College & University

Sanderson, Rob ..... Business
B.S., Eastern Illinois University
M.S., Eastern Illinois University

Sheets, Don ..... Science
B.S., North Carolina State University
M.S., Central Michigan University

Smith, Deanne ..... Business, Accounting
B.S., University of North Carolina
B.S., Western Carolina University
M.B.A., Western Carolina University

Spencer, Daena ..... Human Development
B.S., Winthrop University
M.S., Webster University

Sperry, Dave ..... Human Development
B.A., Houghton College
M.S., Alfred University

Spicuzza, Robert ..... Natural Science, Math
M.S., University of Connecticut
Ph.D., University of Connecticut

Spruance, Palin ..... History, Business
B.S., University of North Carolina
B.A., Swarthmore College
M.A., University of Delaware
A.B.D., University of Delaware

Sweezy, Rusty ..... Business
B.B.A., Montreat College
M.B.A., Montreat College

Taylor, Diana ..... Human Development
B.A., University of North Carolina, Greensboro
M.S., Winthrop University
Ph.D., Regent University

Teo, Jeff ..... Computer Science
B.S., Western New England College
M. S., Western New England College
Ph.D., Nova Southeastern University

Wallace, Tom ..... Business
B.S., Gardner-Webb University
M.B.A., Montreat College

Walters, Dave ..... Business
B.S., Florida State
M.S., Central Michigan University

Walton, Steven ..... Music
B.A., University of Houston
M.M., The Julliard School

Ward, Marrion ..... Education
B.A., Mary Washington College
M.S., Radford University
Ed.D., Appalachian State University

Whetstone, Kimarie ..... Computer Science
B.S.B.A., University of North Carolina-Charlotte
M.Ed., University of North Carolina-Charlotte

Whitaker, William B. ..... Business
B.S., Limestone College
M.E., University of South Carolina
Ph.D., University of South Carolina

Wilks, LuAnn ..... Education
B.S., University of Georgia
M.A., Mississippi College

Wisseh, Ruth ..... English, History
B.A., University of Liberia
M.A., University of North Carolina
M.S., Queens College

Wright, Deborah ..... Business, General Education
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M.B.A., University of Phoenix

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M.S., Clemson University

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Mr. and Mrs. Paul L. Whitfield ----------Charlotte, NC
Dr. and Mrs. Davant T. Williams ---------- Black Mountain, NC
Mr. & Mrs. Eugene G. Wilson----------Winston Salem, NC
Dr. and Mrs. C. Larry Wilson---------- Montreat, NC